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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Comprehensive report on strengthening the capacity of the United Nations to manage and sustain peace operations

Proposed budget for the support account for peacekeeping operations for the period from 1 July 2007 to 30 June 2008

Revised estimates relating to the programme budget for the biennium 2006-2007 and the proposed programme budget for the biennium 2008-2009 under sections 5, Peacekeeping operations, 28D, Office of Central Support Services, and 35, Staff assessment

Performance report on the budget for the support account for peacekeeping operations for the period from 1 July 2005 to 30 June 2006

Report of the Advisory Committee on Administrative and Budgetary Questions

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I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions has considered the Secretary-General's comprehensive report on strengthening the capacity of the United Nations to manage and sustain peace operations (A/61/858 and Corr.1), along with the budget for the support account for peacekeeping operations for the period from 1 July 2007 to 30 June 2008 (A/61/858/Add.1), revised estimates relating to the programme budget for the biennium 2006-2007 and the proposed programme budget for the biennium 2008-2009 under sections 5, Peacekeeping operations, 28D, Office of Central Support Services, and 35, Staff assessment (A/61/858/Add.2) and the performance report on the budget for the support account for peacekeeping operations for the period from 1 July 2005 to 30 June 2006 (A/61/733 and Add.1).

2. In its resolution 61/256, on strengthening the capacity of the Organization in peacekeeping operations, the General Assembly supported the restructuring of the Department of Peacekeeping Operations, including the establishment of a Department of Field Support, and noted the intention of the Secretary-General to appoint an Under-Secretary-General to head that Department. The Assembly requested the Secretary-General to submit a comprehensive report elaborating on the restructuring of the Department of Peacekeeping Operations and the establishment of the Department of Field Support, including functions, budgetary discipline and full financial implications — taking into account, inter alia, the recommendations in the report of the Office of Internal Oversight Services (A/61/743) — for the consideration of and a decision by the Assembly during its sixty-first session. The Assembly further requested the Secretary-General to take full account of the views of the Member States, including those expressed at the 2007 session of the Special Committee on Peacekeeping Operations, in particular the need to take all measures to guarantee unity of command, to promote integration of efforts and to strengthen operational capacities, both at Headquarters and in field missions.

3. The present report addresses the consequential changes for the support account for peacekeeping operations for the period from 1 July 2007 to 30 June 2008, the programme budget for the biennium 2006-2007 and the proposed programme budget for 2008-2009.

4. Section II of the present report contains the Advisory Committee's comments and observations on the comprehensive report, drawing on a series of exchanges with representatives of the Secretary-General. Section III contains the observations and recommendations of the Committee on the financial performance report for the period from 1 July 2005 to 30 June 2006 and the proposed budget for the support account for peacekeeping operations for the period from 1 July 2007 to 30 June 2008. Section IV contains the observations and recommendations of the Committee on the relevant resource changes for the regular budget for the bienniums 2006-2007 and 2008-2009.

5. The documents used by the Advisory Committee in its consideration of the above-mentioned reports are listed at the end of the present report.

II. Comprehensive report on strengthening the capacity of the United Nations to manage and sustain peace operations

6. The Secretary-General's proposals form part of a continuum of reform that has been undertaken by the Organization to deal with the growing volume and complexity of peacekeeping demands over the years. Such reform efforts intensified in 2000 following the recommendations contained in the report of the Panel on United Nations Peace Operations (the "Brahimi report", see A/55/305-S/2000/809). Subsequent efforts for reform were addressed in the report of the High-level Panel on Threats, Challenges and Change (see A/59/565 and Corr.1), the 2005 World Summit Outcome (resolution 60/1) and the internal reform strategy of the Department of Peacekeeping Operations entitled "Peace operations 2010" (see A/60/696, paras. 6-21). As the Secretary-General points out, the objective of the 2000 reform agenda was to equip the Department of Peacekeeping Operations with sufficient capability to launch one new multidisciplinary mission per year; yet the past 36 months have seen the start-up or expansion of nine field missions, with three additional missions currently in an active start-up phase (see A/61/749, annex I, para. 4). The Secretary-General emphasizes that a significant departure from the status quo is required to equip the Secretariat to rise to the challenge that this presents (see A/61/858, para. 21).

7. The proposal of the Secretary-General involves a combination of structural change, redistribution of functions and resources across departmental lines and significant strengthening of capacities. Salient features of the Secretary-General's proposed reform include:

(a) The restructuring of the Department of Peacekeeping Operations into two Departments with the creation of a new Department of Field Support to be headed by an Under-Secretary-General;

(b) The creation of a post of Chief of Staff in the Department of Peacekeeping Operations to ensure coordination between the two Departments;

(c) Significant increases in the number of senior managers and a major augmentation of working-level resources in both Departments;

(d) The transfer of the resources and functions of the existing Office of Mission Support in the Department of Peacekeeping Operations to the Department of Field Support;

(e) Delegation of authority for procurement — and commensurate transfer of resources — from the Department of Management to the Department of Field Support;

(f) Delegation of additional authority in the area of human resources management from the Department of Management to the Department of Field Support;

(g) The integration of police; judicial; corrections; disarmament, demobilization and reintegration; mine action; and security sector reform support functions under the Office of Rule of Law and Security Institutions in the Department of Peacekeeping Operations to be headed by an Assistant Secretary-General;

(h) Strengthening of other areas in the Secretariat that provide backstopping support, notably the Department of Management, the Office of Internal Oversight Services, the Office of Legal Affairs, the Department of Public Information and the Department of Safety and Security.

8. The Secretary-General has also proposed the creation of new capacities and integrated structures to handle the growing complexity of mandated activities. In the Department of Peacekeeping Operations, these would include:

(a) The creation of a public affairs capacity in the Office of the Under-Secretary-General;

(b) The reconfiguration of the Africa Division in the Office of Operations into two divisions;

(c) The creation of seven integrated operational teams, consisting of military, police and support specialists, as well as political experts, within the regional divisions of the Office of Operations;

(d) The creation of an integrated mission planning process cell in the Office of Operations;

(e) The creation of a new capacity for security sector reform;

(f) The creation of Evaluation and Partnerships Sections within a new Policy, Evaluation and Training Division.

In the Department of Field Support, they would include:

(g) The creation of risk management and legal capacities in the Office of the Under-Secretary-General for Field Support;

(h) The creation of four integrated human resources management teams in the Field Personnel Division;

(i) The creation of a budget and performance reporting capacity to address problems related to the timeliness and quality of budget submission to the Department of Management.

The Advisory Committee's detailed recommendations on the Secretary-General's proposals are set out in sections III and IV below.

9. **The Advisory Committee considers that the proposed new organizational structure may present some major management challenges. Among these are potential complications regarding chain of command, accountability, coordination and maintenance of an adequate system of checks and balances that may arise from the unusual arrangement of having one head of department (Department of Field Support) report to and take direction from the other (Department of Peacekeeping Operations).** The Secretary-General sees this arrangement as a means to ensure unity of command and integration at Headquarters (see A/61/749, annex I, para. 24, and A/61/858, para. 113). In the field, he intends to maintain unity of command by providing for the relevant Special Representative of the Secretary-General or head of mission to be the ultimate authority for operations and support and eliminating the arrangement by which chiefs of administration have a dual reporting line to the Special Representative of the Secretary-General and the Assistant Secretary-General for Mission Support (see A/61/749, annex I, para. 22, and A/61/858, para. 112). The Committee was informed

upon enquiry, however, that, while the Special Representative of the Secretary-General would be ultimately responsible for the performance of the mission and for the formulation of its proposed budget submissions, he or she would not have delegation of financial authority.

10. The Secretary-General addresses possible problems of coordination between the two departments through, among other things, the creation of a post of Chief of Staff, the creation of integrated operational teams, and arrangements for joint senior-level decision-making and information-management forums. To ensure integration of effort and policy coherence, as well as efficiency in the use of resources, the Secretary-General also proposes a number of capacities that would provide support to both the Department of Peacekeeping Operations and the Department of Field Support, such as policy development, common doctrine, best practices and evaluation and training capacities, the capacity for public information and the crisis management capabilities of the Situation Centre. An Executive Office would provide administrative support to both Departments. **While such arrangements appear reasonable within the context of the proposal, the Committee trusts that these arrangements will be assessed in the light of experience and that care will be taken to avoid the creation of an additional bureaucratic layer to deal solely with coordination between the relevant departments.**

11. The Advisory Committee also notes that the Secretary-General is envisaging co-location of the Department of Peacekeeping Operations and the Department of Field Support, to the greatest extent possible, to ensure close working relationships at all levels and real integration of staff of the two Departments. The Secretary-General indicates that he will revert to the General Assembly during the main part of its sixty-second session with a detailed proposal, including financial implications (see A/61/858, para. 123).

12. The proposed changes in staffing reflect the following elements:

(a) Redeployments;

(b) Strengthening of departments through the addition of posts, creation of higher-level posts and conversion of general temporary assistance;

(c) Addition of new functions/capacities, resulting in a requirement for new posts;

(d) Other management initiatives, such as the creation of integrated teams, which result in a requirement for new posts.

The Advisory Committee recommends approval of the redeployments except where indicated below.

13. Upon request, the Advisory Committee was provided with a breakdown of the requested new posts related to (a) the Secretary-General's proposed restructuring; (b) the Department's internal reform process, known as "Peace operations 2010"; and (c) the surge in peacekeeping activity:

	Restructuring	*"Peace operations 2010"*	*Surge requirements*
Department of Peacekeeping Operations	2 support account	86 support account 1 regular budget	74 support account 1 regular budget
Department of Field Support	14 support account 3 regular budget	20 support account	89 support account
Department of Management	1 regular budget	0	26 support account
Office of Internal Oversight Services	0	0	77 support account
Department of Public Information	0	0	2 support account
Office of Legal Affairs	0	0	4 support account
Department of Security and Safety	0	0	6 support account

The overall proposed increase for the support account for 2007/09 is 495 posts, which represents a 60 per cent increase over the approved support account posts for 2006/07.

14. **In the Advisory Committee's view, there are a number of lacunae in the Secretary-General's report. While recognizing that structures may periodically require change to reflect operational need, the Committee stresses that structural change is no substitute for managerial improvement. The Committee remains convinced that the challenges the United Nations confronts in responding to peacekeeping demands are exacerbated by outdated systems, inefficient and duplicative work processes and insufficient management attention to addressing these problems. Specific time-bound strategies for addressing these issues should be presented to the General Assembly at its resumed sixty-second session. The Committee is aware of the urgent need to strengthen the capacity of the Organization at Headquarters to mount and sustain peace operations in the face of their surge in volume and complexity. At the same time, however, it cautions that additional posts and structural changes are only one part of the reform equation. In the Committee's view, for reform to be successful, greater attention must be paid to systemic issues requiring improvement of work processes and procedures.** Upon enquiry, the Committee was briefed on measures that had been taken by the Department of Peacekeeping Operations Personnel Management and Support Service, in preparation for the implementation of the enterprise resource planning system, to map out current business processes in human resources management both at Headquarters and in the field. **The Committee welcomes this exercise as a positive first step towards improvement.**

15. The Advisory Committee notes that the Secretary-General makes a number of references to the decrease in the ratio of backstopping to field staff as a reason for increasing staffing. While this ratio does provide one measure of the growth of peacekeeping and the adequacy of related support, the implicit suggestion of a linear relationship between the two is, in the view of the Committee, simplistic. In this connection, the Committee notes that no analysis has been done of the overall effectiveness and efficiency gains that have been achieved in past reforms through

the increase in civilian staff in the field missions, the delegation of authority to the field, the increase in high-level posts in the field to facilitate decision-making at the field level, the increase in the number of personnel with specialized skills or the expansion of the role of the United Nations Logistics Base at Brindisi, Italy.

16. Furthermore, little attention has been given in the report to possible synergies between peacekeeping and other departments of the Secretariat, specialized agencies and funds and programmes, which could lead to efficiencies and/or savings. In this connection, the Advisory Committee notes that the issue of support for special political missions and coordination between the Department of Political Affairs and the Department of Peacekeeping Operations has only been mentioned. As noted in paragraph 159 of the comprehensive report (A/61/858), it is the Secretary-General's intention to provide an analysis of workload statistics and a subsequent funding proposal for United Nations Headquarters support for special political missions in the context of the 2008 budget proposal for special political missions to be submitted to the General Assembly during the main part of its sixty-second session.

17. The Advisory Committee also notes that, in some cases, functions have been transferred without a commensurate reduction in resources in the originating department or section. Accordingly, the Committee recommends that the Secretary-General be requested to review comprehensively, in the context of the proposed budget for the support account for 2009/10, the work processes in the relevant departments and their relationship to the work processes in the proposed Departments of Peacekeeping Operations and Field Support, with a view to streamlining staffing and avoiding duplication. The Committee also recommends that the Secretary-General, subject to General Assembly approval, take into account the role and future development of the United Nations Logistics Base at Brindisi.

18. In view of the above, the Advisory Committee has deemed it prudent, in some instances, to recommend provision for general temporary assistance positions rather than the establishment of posts, pending further analysis and with the object of avoiding institutionalization of functions that may not be required in the long term.

19. The Advisory Committee recalls that the General Assembly, in its resolution 60/268, requested the Secretary-General to undertake a comprehensive analysis of the evolution of the support account, on the basis of the recommendation of the Committee and in close consultation with the Office of Internal Oversight Services, and to report thereon to the Assembly at the second part of its resumed sixty-first session in the context of his next budget proposal for the support account. The Committee was informed that the Secretariat had commissioned a study, the findings of which would provide a basis for formulating a model for determining the level of resources in the support account for presentation to the Assembly through the Advisory Committee. The Committee was also informed, however, that the finalization of a proposal in this regard would be postponed until the departmental structures had stabilized and that the model would not be presented to the Assembly until the resumed sixty-second session (see A/61/866, paras. 25-26). The Committee notes the comments made by the Board of Auditors on matters pertaining to the support account in its last report on peacekeeping operations (see A/61/5, vol. II, chap. II, paras. 261-291). The Committee stresses the importance it attaches to

the analysis and urges the Secretariat to submit the findings of the study as expeditiously as possible.

20. The Advisory Committee recalls that the Secretary-General mentioned, in an annex to his letter to the President of the General Assembly dated 15 February 2007, that "on broader management issues, the Department of Field Support will work together with the Department of Management, under the guidance of the Deputy Secretary-General, to ensure the system-wide coherence of management practices" (A/61/749, annex I, para. 29). The comprehensive report makes no further mention of the role of the Deputy Secretary-General. The Committee has commented on the role of the Deputy Secretary-General in its report on investing in the United Nations (A/60/735, para. 12). **The Committee believes that the Deputy Secretary-General's role in the reform needs to be clarified and urges the Secretary-General, within the framework set by the General Assembly in its resolutions 52/12 B and 52/220, to define the Deputy Secretary-General's duties explicitly in this regard.**

21. The Advisory Committee notes that the Secretary-General's proposal envisages substantial delegation of authority. **The Committee points out that such delegation, if it is to be approved, requires clearly spelled-out authorities and must be accompanied by explicit accountability measures.** In the relevant sections below, the Committee has commented in detail on the specific delegations of authority proposed.

22. The Advisory Committee also recognizes the importance of integrated approaches to help multiple actors address complex problems in a coherent and effective way. **It stresses, however, that integration is a means, not the end itself, and judicious judgement is required to align the related mechanism with the degree of integration required for given circumstances.**

III. Support account for peacekeeping operations

Appropriation 2005/06	$146,935,200
Expenditure 2005/06	$135,988,200
Unencumbered balance	$10,947,000
Appropriation 2006/07	$189,017,400
Expenditure as at 30 May 2007	$147,772,827
Estimated expenditure 2006/07[a]	$167,834,493
Estimated unencumbered balance 2006/07	$21,182,907
Proposal submitted by the Secretary-General 2007/08	$254,500,100
Recommendation of the Advisory Committee 2007/08	$230,509,900

[a] As at 31 May 2007.

A. Introduction

23. The recommendations of the Advisory Committee would entail a reduction of $23,990,200 to the proposed budget for the support account for the period from 1 July 2007 to 30 June 2008. The reasons are set out in paragraphs 43 to 170 below. The Committee also makes a number of observations and recommendations with regard to the administration and management of the resources of the support account for peacekeeping operations and areas of possible savings.

24. The Advisory Committee's general report on administrative and budgetary aspects of peacekeeping operations contains its views and recommendations on a number of cross-cutting issues. Consequently, in the paragraphs below, the Committee deals only with resources and other items that relate specifically to the support account for peacekeeping operations.

B. Financial performance report for the period from 1 July 2005 to 30 June 2006

25. The Advisory Committee recalls that the total support account resources for post and non-post requirements approved for the period from 1 July 2005 to 30 June 2006 amounted to $146,935,200 gross ($128,063,900 net), including a total establishment of 831 temporary posts (see General Assembly resolution 59/301).

26. As indicated in the Secretary-General's report (A/61/733), the expenditures for the period amounted to $135,988,200 gross ($119,270,200 net), resulting in an unencumbered balance of $10,947,000 gross ($8,793,700 net) — in gross terms, 7.5 per cent of the approved resources for the period. A summary of resource performance by category and the related explanation is provided in the Secretary-General's report (see A/61/733, table 1 and paras. 6-16).

27. The Advisory Committee notes that the unencumbered balance was essentially attributable to savings of $5,638,000 under post resources, of $4,387,700 under general temporary assistance and of $970,300 under information technology.

28. The unspent balance in respect of post resources was attributable primarily to higher-than-budgeted vacancy rates in the Office of Internal Oversight Services, because of delays in recruiting 31 new posts for the resident auditor capacity in peacekeeping missions (A/61/733, para. 33), as well as in the Procurement Service and the Peacekeeping Financing Division of the Department of Management (A/61/733, para. 47).

29. The underexpenditure under general temporary assistance was due mostly to a combination of delayed recruitment, the fact that some of the relevant functions were performed through temporary recruitment of staff against vacant posts in the Department of Peacekeeping Operations and the Office of Internal Oversight Services and the postponement of planned projects. The net savings recorded under information technology were attributable primarily to the postponement of the implementation of the enterprise budget application in the Peacekeeping Financing Division because of procurement difficulties necessitating a rebidding.

30. These reported savings were partially offset by overexpenditures in respect of communications and official travel. The net overexpenditure recorded under official

travel ($254,500) was due mostly to additional requirements in the Department of Peacekeeping Operations related to an increased level of training activities implemented during the period by the Training and Evaluation Service of the Military Division and additional requirements in the Office of Internal Oversight Services related to the comprehensive audit of the Department of Peacekeeping Operations. These additional requirements were offset by savings in the Department of Management, due primarily to the cancellation by the Procurement Service of a planned training course in rapid intervention for start-up missions to focus instead on the comprehensive management review of the Service and the internal investigations undertaken on procurement cases; and non-utilization of travel funds by the Peacekeeping Financing Division, due to its heavy workload in connection with the preparation of revised budget estimates. The overexpenditure under communications ($159,400) was due primarily to actual commercial communications rates being higher than the budgeted rate. The budgeted amount of $1,000 per user per year did not take into account requirements for right-to-use charges of approximately $400 per user per year.

31. The Advisory Committee's comments on the information contained in the performance report on individual objects of expenditure can be found, where relevant, in the discussion of the proposed budget for the period from 1 July 2007 to 30 June 2008 in section D below.

C. Updated financial information in respect of the current period

32. The Advisory Committee recalls that the General Assembly, in its resolutions 60/268, 60/283, 61/244, 61/246 and 61/250, approved an amount of $189,017,400 gross ($170,283,200 net) for support account post and non-post resources for the period from 1 July 2006 to 30 June 2007, and a total staffing establishment of 819 temporary support account posts.

33. The Advisory Committee was informed, upon enquiry, that expenditures as at 30 May 2007 amounted to $147,772,827 (see annex). Total expenditure for the period 2006/07 is estimated at $167,834,493 gross ($152,190,323 net), resulting in a projected unencumbered balance of $21,182,907 at the end of the 2006/07 budget period.

34. Of the 819 currently approved posts (523 Professional, 293 General Service and 3 Security Service), as at 28 February 2007 a total of 755 were encumbered (471 Professional, 281 General Service and 3 Security Service).

D. Proposed cost estimates for the period from 1 July 2007 to 30 June 2008

1. General

35. The Secretary-General, in his report A/61/858/Add.1, estimates support account resources for the period from 1 July 2007 to 30 June 2008 at $254,500,100 gross ($229,410,300 net), which would provide for the staffing of 1,314 temporary support account posts and non-post resources.

36. The amount proposed, in gross terms, represents an increase of $65,482,700, or 34.6 per cent ($59,127,100 in net terms), over the total amount of $189,017,400 gross ($169,891,400 net) approved for the period from 1 July 2006 to 30 June 2007. The increase is due mostly to the requirements for 495 additional posts ($62.7 million), of which 400 are new posts, 7 are transferred from the regular budget and 88 are continuing posts in the Office of Internal Oversight Services, approved under general temporary assistance for 2006/07, now proposed to be re-established; as well as an increase in non-post resources ($2.8 million).

37. The overall resources estimated for the proposed 1,314 posts ($172,886,500) take into account the proposed net increase of 400 additional support account posts (excluding the 88 posts proposed to be re-established in the Office of Internal Oversight Services), as compared to 819 posts approved for 2006/07. The Advisory Committee notes that, of the 400 additional posts, 97 are for positions funded under general temporary assistance in 2006/07 and now proposed to be converted to posts in the 2007/08 budget. The additional posts include:

(a) A net increase of 162 posts in the Department for Peacekeeping Operations (of which 5 were funded as general temporary assistance in 2006/07), excluding the transfer of 4 posts from the programme budget for the biennium 2008-2009 to be funded under the support account for 2007/08;

(b) 123 new posts (including 11 funded as general temporary assistance in 2006/07) in the new Department of Field Support (formerly Office of Mission Support in the Department of Peacekeeping Operations), excluding the transfer of 3 posts from the programme budget for the biennium 2008-2009 (section 5, Peacekeeping operations) and of 40 posts from the Department of Management;

(c) A net increase of 77 posts in the Office of Internal Oversight Services (including 8 new posts and the conversion of 69 posts funded as general temporary assistance in 2006/07);

(d) A net increase of 26 new posts in the Department of Management (including 12 funded as general temporary assistance in 2006/07);

(e) Four new posts in the Office of Legal Affairs;

(f) Two new posts in the Department of Public Information;

(g) Six new posts in the Department of Safety and Security.

The Committee's recommendations on those proposals are contained in its discussion of the organizational units to which they relate.

38. The Advisory Committee further notes that, in costing requirements, staff turnover factors of 5 per cent and 1.5 per cent have been applied to continuing posts in the Professional and General Service staff categories, respectively; delayed recruitment factors of 50 per cent and 35 per cent has been applied for new posts in the Professional and General Service categories, respectively, with the exception of the Office of Internal Oversight Services, where a 25 per cent staff turnover factor has been applied to continuing Professional posts and a 50 per cent delayed recruitment factor has been applied to all new posts. Standard salary costs for New York are applied to the posts at Headquarters, and standard salary costs for Vienna and Nairobi are applied to the respective regional investigation hubs. As for new

requests for general temporary assistance positions of 12 months' duration, a delayed recruitment factor of 50 per cent has been included.

39. Upon enquiry, the Advisory Committee was informed that, if budgeted at full cost (applying a standard vacancy rate of 4.9 per cent for Professionals and 1.5 per cent for General Service), the total resource requirements for the support account would amount to $278,298,400 gross. The maintenance cost estimates for 2008/09 would amount to $262,063,100 (as the non-post portion excludes non-recurrent costs).

40. In response to General Assembly resolutions 58/298 and 57/318, it is indicated in the budget report that no posts are projected to have been vacant for 12 months as at 30 June 2007 that require rejustification. There were no reclassifications in the 2006/07 period; two reclassifications are proposed for the 2007/08 period: one in the Department of Field Support and one in the Executive Office of the Secretary-General.

41. Non-post resources total $81,613,600, reflecting an increase of $2,767,400 over the resources approved for 2006/07, as shown in the table below:

	2006/07 (approved)	*2007/08 (proposed)*	*Variance*	
Category	*(United States dollars)*			*Percentage*
General temporary assistance	31 643 500	10 967 600	(20 666 900)	(65.3)
Consultants	4 665 900	5 661 900	996 000	21.3
Official travel	11 201 300	12 572 100	1 370 800	12.2
Facilities and infrastructure	14 441 100	27 297 000	12 855 900	89.0
Communications	1 597 600	2 383 900	786 300	49.2
Information technology	12 572 400	19 547 000	6 974 600	55.5
Medical	102 100	310 800	208 700	204.4
Other supplies, services and equipment	2 631 300	2 873 300	242 000	9.2
Total	**78 846 200**	**81 613 600**	**2 767 400**	**3.5**

42. A brief summary of the variances is included in paragraphs 18 to 24 of the budget document (A/61/858/Add.1), and the budget parameters used in the costing exercise are summarized in paragraphs 30 to 35. The Advisory Committee notes that the various increases are offset by a decrease of $20,666,900 under general temporary assistance, due mostly to the proposed re-establishment of 88 posts in the Office of Internal Oversight Services. The increase in facilities and infrastructure is directly related to the requirements for rental of premises and renovations in connection with the new posts proposed.

43. The resources for official travel are proposed at $12,572,100 (an increase of $1,370,000). **On the basis of pattern of expenditure and post reductions recommended below, the Advisory Committee is recommending that the level of resources be maintained at the approved 2006/07 level of $11.2 million.**

44. The resources of $5,661,900 proposed for consultants reflect an increase of $996,000. **On the basis of pattern of expenditure and the increase in staffing capacity recommended below, the Advisory Committee is of the opinion that**

some of these functions could be carried out using in-house expertise. Accordingly, the Committee recommends that the level of resources for consultants be maintained at the approved 2006/07 level of $4.7 million. The Committee further notes that the recommendations on posts below have an impact on operational costs, which is incorporated in the table in paragraph 172 below.

2. Detailed recommendations

(a) Department of Peacekeeping Operations

45. A separate Department of Field Support is to be established (see para. 2 above). The new Department would comprise most of the current Office of Mission Support and its resources in the Department of Peacekeeping Operations; its head would report to and take direction from the Under-Secretary-General for Peacekeeping Operations on all matters falling under the purview of the existing Department of Peacekeeping Operations (for detailed recommendations on the Department of Field Support, see paras. 95-131 below). The proposed new structure of the Department of Peacekeeping Operations would comprise the following five components:

(a) The Office of the Under-Secretary-General for Peacekeeping Operations, which, besides the immediate Office and the Executive Office, is proposed to include a new function of Chief of Staff to ensure integration at all levels of the work of the Department of Peacekeeping Operations and the Department of Field Support, a new Public Affairs Unit and the Situation Centre, which is proposed to be transferred in its entirety from the Office of Operations (see A/61/858, paras. 28-35, and paras. 50-51 below);

(b) The Office of Operations, with three major changes proposed: an increase in the number of regional divisions, from three to four, by reconfiguring the current Africa Division into two divisions, the establishment of integrated operational teams within the regional divisions and the creation of an integrated mission planning cell to support the development and implementation of the integrated mission planning process (see A/61/858, paras. 36-52, and paras. 56-63 below);

(c) The Office of Military Affairs, which is proposed to be strengthened overall and the Military Adviser's post upgraded to the Assistant Secretary-General level (A/61/858, paras. 53-56, and paras. 67-72 below);

(d) The Office of Rule of Law and Security Institutions, which is proposed to include responsibility for five areas comprising the Police Division, the Criminal Law and Judicial Advisory Section, the Disarmament, Demobilization and Reintegration Section, the Mine Action Service and a new Security Sector Reform Section. The Office is proposed to be headed by a new post at the Assistant Secretary-General level and all capacities are proposed to be reinforced (A/61/858, paras. 57-71, and paras. 73-86 below);

(e) The Policy, Evaluation and Training Division is proposed to be established, providing services to both the Department of Peacekeeping Operations and the Department of Field Support and consisting of the existing Peacekeeping Best Practices Section, the Integrated Training Service and the new Evaluation and Partnerships Sections (see A/61/858, paras. 72-80, and paras. 87-94 below).

46. The number of temporary support account posts proposed for the Department of Peacekeeping Operations for 2007/08 is 439 (341 Professional and 98 General Service). The Advisory Committee notes that this excludes the existing 344 posts of the Office of Mission Support, which are proposed to be transferred to the new Department of Field Support. The additional 166 posts proposed for the Department of Peacekeeping Operations include 162 new posts and 4 posts proposed to be transferred from section 5, Peacekeeping operations, of the programme budget for the biennium 2008-2009.

(i) Office of the Under-Secretary-General for Peacekeeping Operations

Posts

47. In the Office of the Under-Secretary-General for Peacekeeping Operations, a total of 70 posts is proposed to be financed through the support account in the 2007/08 budget (44 Professional and 26 General Service), compared to 78 approved for 2006/07 (50 Professional and 28 General Service). In addition, the Advisory Committee notes that four (1 Under-Secretary-General, 1 D-1, 1 P-4 and 1 GS (Other level)) of the seven posts currently funded from the regular budget are proposed to be continued for 2007/08, while the remaining three (2 P-2 and 1 GS (Other level)) would be transferred from the Office of the Under-Secretary-General to the Policy, Evaluation and Training Division; two other existing posts in the Office (1 P-3 and 1 GS (Other level)) are financed from extrabudgetary resources.

48. The net of 70 support account posts proposed for the Office includes 53 continuing posts and 17 additional new posts. It also reflects the inward redeployment of 24 posts from the Office of Operations (23 relating to the Situation Centre, which would be moved in its entirety to the Office of the Under-Secretary-General, the remaining 1 redeployed to the new Public Affairs Unit proposed to be established in the Office) and the outward redeployment of 50 posts into the new Office of Rule of Law and Security Institutions and the new Policy, Evaluation and Training Division, where those functions are now proposed to be incorporated (see paras. 73-86 and 87-94 below).

Front Office of the Under-Secretary-General (A/61/858/Add.1, paras. 43-48)

49. Four new posts are proposed for the immediate Office of the Under-Secretary-General for a Chief of Staff (D-2) and an Administrative Assistant (GS (Other level)) who would provide direct support to the proposed Chief of Staff; the previous request for an Administrative Management Officer (P-3) to head the Correspondence and Records Management Unit and an Information Management Assistant (1 GS (Other level)) to further strengthen that Unit is resubmitted (GS Other level)). The Advisory Committee notes that a departmental Chief of Staff position is proposed to be established with responsibility for monitoring and overseeing the internal management of the Department on behalf of and as directed by the Under-Secretary-General, and ensuring integration at all levels in the work of the Department of Peacekeeping Operations and the Department of Field Support. In addition, the incumbent would oversee the development of the Department's programme management plan and the evaluation of its execution, and be responsible for implementing and monitoring its departmental risk management strategy, as well as implementing its reform and change management plan (A/61/858, paras. 29-30, and A/61/858/Add.1, para. 45). **The Advisory Committee recommends acceptance**

of the four posts proposed in the front Office of the Under-Secretary-General (1 D-2, 1 P-3 and 2 GS (Other level)).

Public Affairs Unit (A/61/858/Add.1, paras. 49-61)

50. A new Public Affairs Unit is proposed to be established within the Office of the Under-Secretary-General to provide a dedicated and specialized capacity that would assume responsibility for media relations, departmental publicity, external relations, corporate messaging/internal communications and the provision of technical advice and operational support to public information components in field missions. The Unit is proposed to comprise a total of eight posts, of which three (1 P-4, 1 P-2 and 1 GS (Other level)) are redeployed from the front Office; and five are new posts requested for a Chief of the Unit (D-1), a Senior Media Relations Officer (P-5), a Senior Operational Support Officer (P-5), an Internal Communications Officer (P-3) and an Operational Support Assistant (GS (Other level)). The functions of these posts are described in paragraphs 56 to 61 of the support account budget (A/61/858/Add.1). The Advisory Committee notes that the proposed dedicated capacity would allow the Department to address public-information demands, while leveraging public information effectively with the assistance of the Department of Public Information (see A/61/749, annex I, para. 46, and A/61/858/Add.1, para. 50). **The Committee recommends acceptance of the Senior Media Relations Officer post (P-5) and the Operational Support Assistant post (GS (Other level)). The Committee recommends against the other three posts proposed (1 D-1, 1 P-5, 1 P-3) in view of the capacity that exists in the Department of Public Information as well as field missions.**

Situation Centre (A/61/858/Add.1, paras. 62-69)

51. The Situation Centre is proposed to be transferred from the Office of Operations to the Office of the Under-Secretary-General, thus becoming a single crisis-response capacity to be used by both the Department of Peacekeeping and the Department of Field Support in ensuring an integrated approach and priority focus on the safety and security of peacekeeping personnel and serving also as information hub (A/61/858, para. 35). The Centre has a staffing capacity of 23 posts (20 Professional and 3 General Service) at present, which is described in paragraphs 62-64 (A/61/858/Add.1). It is proposed to be strengthened with four additional posts for an Operations Officer (P-3) and an Operations Assistant (GS (Other level)) to support the Operations Room and, in view of the proposed creation of an Operations Research and Liaison Unit, a Coordination Officer (P-4) and a Liaison Officer (P-3) to focus on issues related to situation review or assessments, crisis response and external relations. **The Advisory Committee recommends acceptance of the four additional posts proposed for the Situation Centre (1 P-4, 2 P-3, 1 GS (Other level)).**

Executive Office (A/61/858/Add.1, paras. 70-76)

52. The Advisory Committee notes that the purview of the current Executive Office would be expanded to oversee the management of the financial, budgetary and human resources of both the Department of Peacekeeping Operations and the Department of Field Support, besides its functions related to the management of the Voluntary Trust Fund for Assistance in Mine Action, the administrative support of the United Nations Interim Force in Lebanon (UNIFIL) Strategic Military Cell and

the Office of the Special Representative of the Secretary-General for Children and Armed Conflict and the increase in the workload of the Office related to the growth in the size of the Department and number of staff administered.

53. Four additional posts are requested for the Executive Office (1 D-1, 1 P-5 and 2 GS (Other level)). In recognition of the scope and complexity of the responsibilities involved, the Secretary-General is requesting a post for the Executive Officer (D-1). An additional Senior Administrative Officer post (P-5) is requested to manage all aspects related to the financial, budgetary and general administration of both Departments, while the P-5 post of the current Executive Officer would be dedicated to the human resources management of both Departments. Two Administrative Assistant posts (GS (Other level)) are requested to maintain the ratio of 1 Administrative Assistant per 135 posts and to handle the workload resulting from the administration and recruitment of staff requested under general temporary assistance. **The Advisory Committee recommends acceptance of the Executive Officer post (D-1) and of one of the two Administrative Assistant posts. The Committee recommends against the additional P-5 post proposed, in view of existing capacity in the Office.**

(ii) Office of Operations

54. As indicated in paragraph 45 above, it is proposed to increase the number of regional divisions of the Office of Operations from three to four, with the creation of a second division for Africa. This proposal is intended to provide better support and assistance to the region, which represents over 75 per cent of total peacekeeping deployments. The Africa I Division would manage the peace operations in the Sudan (including Darfur) and in East and Central Africa; the operation in Ethiopia and Eritrea; the planning for a potential operation in Chad and the Central African Republic; and the implementation of Security Council directives to review possibilities for a potential operation in Somalia, following the African Union deployment there. It would also support the building of an African peacekeeping capacity. The Africa II Division would manage the operations in West Africa and the Great Lakes region, including operations in Burundi, Côte d'Ivoire, the Democratic Republic of the Congo, Liberia and Sierra Leone.

Posts

55. A total of 126 support account posts are proposed for the Office of Operations in 2007/08, including 70 new posts. Additional post resources are requested to provide further capacity for the regional divisions as well as dedicated full-time military, police and support specialists within integrated operational teams, and for the creation of an Integrated Mission Planning Process Unit.

Regional divisions (A/61/858/Add.1, paras. 86-93)

56. The capacity in the regional divisions is proposed to be strengthened to bring it in line with the Brahimi model for mission support (three to four officers for large/complex peacekeeping operations, two to three officers for medium missions and one to two for small or downsizing missions). In this connection, 12 additional posts are requested:

(a) Africa I Division: an additional Desk Officer post (P-3) to strengthen the current United Nations Mission in the Sudan (UNMIS) team (1 P-5, 1 P-4) and three

additional Desk Officer posts (1 P-5, 1 P-4, 1 P-3) to establish a team for Darfur (see A/61/858/Add.1, paras. 87-89);

(b) Africa II Division: a D-2 post for a Director to oversee and coordinate the Division and the related integrated operational teams (the current three Divisions are headed at the D-2 level); an additional P-2 post for a Desk Officer to strengthen the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC) team, which currently consists of three posts (1 P-5, 1 P-4, 1 P-3) and an additional General Service post (Other level) for an Administrative Assistant (A/61/858/Add.1, paras. 90-91);

(c) Asia and Middle East Division: two Desk Officer posts (1 P-4, 1 P-3) to support the United Nations Integrated Mission in Timor-Leste (UNMIT) and two Desk Officer posts (1 P-3, 1 P-2) and an Administrative Assistant post (GS (Other level)) to strengthen the operational support for UNIFIL (A/61/858/Add.1, paras. 92-93).

57. **The Advisory Committee recommends acceptance of the 12 additional posts requested for the strengthening of the regional divisions in view of the explanations provided in the budget report.**

Integrated operational teams (A/61/858/Add.1, paras. 94-106)

58. The Advisory Committee notes that it is proposed to equip the Office of Operations with seven integrated operational teams to be established within the four regional divisions (two each in the Africa I, Africa II and Asia and Middle East Divisions and one in the Europe and Latin America Division). Each team would be responsible for a minimum of two missions (including at least one large and/or complex multidimensional operation), with a maximum of four missions. Upon enquiry, the Committee was informed that each team is proposed to have the following configuration, including eight positions each: a Principal Officer/team leader (D-1); two military liaison officers (1 P-5, 1 P-4); two police officers (P-5 or P-4, depending on the complexity of the rule-of-law mandates assigned to the missions covered and the size of their police components in those missions; and 1 P-3); two mission support specialists (2 P-5, one with extensive logistics experience and one with extensive administrative experience); and one administrative assistant (GS (Other level)) to support the team. These eight positions would be complemented with political experts from the regional divisions, whose number would be determined on the basis of the size and complexity of the missions concerned. In addition, the integrated operational teams would consult other parts of the Department that did not have a permanent presence on the teams for their expertise. They would also seek the advice of and liaise with relevant experts in other departments, agencies, funds and programmes, and would form the core of the United Nations system-wide integrated mission task forces.

59. A total of 49 new posts (23 P-5, 12 P-4, 7 P-3, 7 GS (Other level)) is requested for the integrated operational teams. Four new posts are also requested for the Africa I and the Asia and Middle East Divisions for a Principal Officer/team leader for each Division (2 D-1), to manage the operational team and an Administrative Assistant (2 GS (Other level)) to provide support to the Principal Officer (see A/61/858/Add.1, para. 99).

60. The Advisory Committee recalls that, in his letter to the President of the General Assembly, the Secretary-General indicated that the "most essential vehicle to unity and coherence is the establishment and reinforcement of integrated structures and processes", the central vehicle being the integrated operational team concept introduced in the reform agenda "Peace operations 2010" for the integrated planning and conduct of United Nations peace operations. The Secretary-General further indicated that the Department of Peacekeeping Operations would lead the establishment and management of such teams, bringing together the expertise required (military, police and support specialists) to provide integrated policy and operational backstopping for field missions, as well as integrated advice for senior management, by outposting such specialists from their parent departments or divisions to the integrated operational teams (A/61/749, annex I, para. 27).

61. **The Advisory Committee sees merit in the use of teams to provide an integrated capacity for the day-to-day planning, direction and management of peacekeeping missions, a tool for coordinating action and response and a single entry point at Headquarters for Member States contributing military or police personnel, as well as United Nations and external partners. It also recognizes the Secretary-General's prerogative in constituting the teams as he deems appropriate.** Upon enquiry, the Committee was informed that the reason for proposing to embed the capacity in the regional divisions of the Office of Operations was the previous experience with ad hoc teams, in which capacity constraints had been encountered in obtaining support from the substantive divisions or offices.

62. The Advisory Committee notes that the terms of reference of the integrated operational teams are being developed. In this connection, the comprehensive report indicates that, besides experience in their specific areas, the specialists require sufficient seniority to interface at the appropriate levels in their respective functional responsibility centres to coordinate and oversee the critical tasks assigned to them. However, as indicated therein, they would not assume responsibility for the actual mobilization and deployment of resources or for the functional plans, policies, procedures and systems underpinning those resource management processes within their respective functional responsibility centres (see A/61/858, para. 50). **The Committee is of the opinion that the effectiveness of the integrated approach would be enhanced by having the participants in the team located in their functional areas and assigned to participate in the teams as required. This should allow greater flexibility in responding to the evolving needs of peacekeeping operations and efficient use of resources. In this connection, the Advisory Committee recommends that the increase in the capacities be in the substantive offices that are proposed to be involved in the integrated operational teams (military, police, logistics, administrative support).**

63. **In view of the above, the Advisory Committee recommends, at this stage, providing 21 posts out of the 49 proposed for the integrated operational teams: seven posts for military expertise (3 P-5 and 4 P-4), seven posts for police expertise (3 P-5 and 4 P-4) and seven posts for administrative support expertise (3 P-5 and 4 P-4). The Committee also recommends, at this stage, against the two additional posts (1 D-1, 1 GS (Other level)) proposed for each of two Divisions (Africa I, Asia and Middle East).**

Integrated Mission Planning Process Unit (A/61/858/Add.1, paras. 107-112)

64. The integrated Mission Planning Process Unit is proposed to be established within the Office of Operations to provide support for the continued development and implementation of the integrated planning process throughout Headquarters and the field. Five new temporary support account posts are requested for this purpose. It is proposed that the new Unit be headed by a Chief (P-5), supported by a Military Planning Adviser (P-4), a Police Expert (P-4), a Mission Support Planning Officer (P-4) and an administrative support staff member (GS (Other level)).

65. The Advisory Committee notes that the planning process of integrated peacekeeping operations is carried out with the support of the substantive divisions and other actors involved and that the integrated operational teams are to form the core of the mission task forces in developing strategic and operational plans as well as system guidance. **The Committee is of the opinion that the requirements should be further defined and justified and, at this stage, recommends acceptance of two posts (1 P-4 and 1 GS (Other level)) to lead that process.**

Non-post resources

66. A provision of $1,048,400 is indicated under general temporary assistance, reflecting an increase of $502,800 over the appropriation for 2006/07. **In view of the strengthening recommended above for the regional divisions, the Advisory Committee recommends approval of the resources requested, with the exception of the Political Affairs Officer (P-4) proposed to support the political affairs desk officers.**

(iii) Office of Military Affairs

67. In the context of the restructuring proposals, the current Military Division is renamed the Office of Military Affairs while keeping the same structure. The Military Adviser post, currently funded under the regular budget at the D-2 level, is proposed to be upgraded to the level of Assistant Secretary-General. **The Advisory Committee is recommending the upgrade of that post (see para. 179 (a) below).** Each of the Services is proposed to be strengthened, resulting in an increase of 15 posts proposed to be financed under the support account for 2007/08, in addition to the current authorized strength of 60 posts.

Posts

Office of the Military Adviser (A/61/858/Add.1, paras. 123-125)

68. Two Military Policy Development Officers posts (P-4) and an Administrative Assistant post (GS (Other level)) are proposed in the Office of the Military Adviser to strengthen the capacity to work on evolving military policy issues, coordinate and accelerate decisions and communications between Headquarters and Member States. **The Advisory Committee recommends acceptance of one of the two Military Policy Development Officer posts proposed (P-4) and of the Administrative Assistant post (GS (Other level)) in view of the existing overall strength of the Office.**

69. The Advisory Committee notes that the regular-budget post of the Chief of Staff (P-5) is proposed to be reclassified as the Special Assistant to the Assistant Secretary-General, Rule of Law and Security Institutions; the post of the Chief of

Staff of the Military Adviser is therefore proposed to be re-established under the support account at the P-5 level. **The Committee recommends acceptance of the re-establishment of the post of the Chief of Staff (P-5) under the support account.**

Current Military Operations Service (A/61/858/Add.1, paras. 126-127)

70. Four additional Peacekeeping Officers (P-4) are requested to strengthen the capacity of the Current Military Operations Service to staff the four regional teams with a complement of three desk officers each. Besides the Chief of the Section (P-5), there are nine Officers (P-4) at present, three covering one complex mission each (MONUC, UNMIS and the United Nations Operation in Côte d'Ivoire (UNOCI)), the other six covering the other 15 missions. **The Advisory Committee recommends acceptance of the four additional posts (P-4) for the Current Military Operations Service.**

Force Generation Service (A/61/858/Add.1, paras. 128-134)

71. A Planning Officer post (P-4) and an Administrative Assistant post (GS (Other level)) are requested for the Force Generation Service to strengthen capacity related to the support of the United Nations Standby Arrangements System (UNSAS). The UNSAS team manages the Standby Arrangements System and strategies for military readiness and rapid deployment; it currently comprises three support-account posts (1 P-4, 1 P-3, 1 GS (Other level)). **The Advisory Committee recommends acceptance of the two posts proposed (1 P-4, 1 GS (Other level)) to enable the Service to manage new policies and coordinate related work with the Department of Field Support, specifically on issues involving memorandums of understanding and contingent-owned equipment.**

Military Planning Service (A/61/858/Add.1, paras. 135-145)

72. Five Planning Officer posts (P-4) are requested to strengthen the Military Planning Service, which currently has a staffing component of 15 planners (1 P-5, 11 P-4, 3 P-3). The five posts are requested for a Deputy Chief, who would support the work of the Chief of the Service, two Planning Officers who would perform long-term planning functions as dedicated mission start-up planning for new missions and regional crisis monitoring, one Planning Officer for capability development and one Planning Officer for the continuous process of developing and reviewing military doctrine and policy of the Department. **The Advisory Committee recommends acceptance of the five Planning Officer posts (P-4) proposed for the Military Planning Service.**

(iv) Office of Rule of Law and Security Institutions

73. The Office of Rule of Law and Security Institutions is proposed to be created, integrating the police, judicial, corrections, disarmament, demobilization and reintegration, mine action and security sector reform functions. As indicated in the comprehensive report and the budget report, the creation of this integrated Office reflects the comprehensive approach to the range of issues involved, as well as the need for coordination and interaction with a wide range of United Nations system and peacekeeping partners. The Office would comprise five areas: the Police Division, the Criminal Law and Judicial Advisory Section, the Disarmament,

Demobilization and Reintegration Section, a new Security Sector Reform Section and the Mine Action Service.

Posts

74. The staffing component of the new Office would include 67 posts redeployed from existing offices (the Police Division, the Peacekeeping Best Practices Section (criminal law and judicial advisory function and disarmament, demobilization and reintegration function) and the Mine Action Service) and 51 proposed new posts, of which two would be financed under the regular budget and the remaining 49 funded from the support account.

Office of the Assistant Secretary-General (A/61/858/Add.1, paras. 153-156)

75. The new Office of Rule and Law and Security Institutions is proposed to be headed by an Assistant Secretary-General, whose post would be established under the regular budget. **The Advisory Committee is recommending acceptance of this proposal (see para. 179 (b) below).** The head of the Office would be supported by a Special Assistant (P-5) whose post, funded from the regular budget, is redeployed from the Military Division. Five new support account posts are requested for two Policy and Planning Officers (P-4) and three Administrative Assistants (GS (Other level)). The two Officers would provide advice to the head of the Office on rule-of-law matters, ensuring coordination of the various components of the Office, other departments and external partners. One Administrative Assistant post is requested to support the Assistant Secretary-General; the other two Assistant posts are requested to carry out administrative and logistical support and the full range of office management and administrative functions for the Office. **The Advisory Committee recommends acceptance of the five posts requested for this Office (2 P-4, 3 GS (Other level)).**

Police Division (A/61/858/Add.1, paras. 157-192)

76. The Police Division currently has 51 support account posts (see A/61/858/Add.1, para. 158), including the Police Adviser's post (D-2). The Advisory Committee notes that the Police Adviser's post is proposed to be funded through the regular budget, accommodated through the redeployment of an existing D-2 post (Military Adviser). The D-2 support-account post of the Police Adviser is transferred to the Military Division for the Deputy Military Adviser. The Secretary-General points out that the Police Adviser would have direct access to the Under-Secretary-General for Peacekeeping Operations (see A/61/858, para. 66).

Office of the Police Adviser

77. The Senior Management capacity of the Police Division is proposed to be strengthened by creating a Principal Officer function (D-1 level) to support the Police Adviser in all aspects of his or her work; the function is proposed to be accommodated through redeployment of a D-1 post from the Military Division.

Strategic Policy and Development Section

78. Three new posts are requested (2 P-4 and 1 GS (Other level)) to support policy development and planning processes. A Policy Adviser (P-4) is proposed to focus on the development and review of policies, guidelines and directives and act as focal

point for rule-of-law and security sector reform issues, liaising with the Office of Legal Affairs and the Conduct and Discipline Unit in the Department of Field Support on legal and disciplinary matters. The Police Planning Officer (P-4) post is requested to focus on planning issues related specifically to individual peacekeeping operations, participating in all planning activities, acting as secretary to the International Policing Advisory Council and being the main liaison officer of the standing police capacity. The General Service post is requested to provide administrative support. The Advisory Committee notes that current capacity in the Section includes six posts (1 P-5, 2 P-4, 2 P-3, 1 GS (Other level)). **The Advisory Committee recommends acceptance of the Policy Adviser post (P-4) and the General Service (GS (Other level)) post. The Committee is not convinced of the need for the Police Planning Officer, whose functions can be provided from within available capacity in the Division.**

Mission Management and Support Section

79. A new Formed Police Support Unit is proposed to be established within the Section to serve as the focal point on all formed police unit matters. The Advisory Committee notes that the Section has 13 authorized posts at present but that there is no dedicated personnel capacity to manage and coordinate the activities of the formed police units. Four new posts are proposed for this new Unit for a Senior Officer (P-4), two Management Officers (P-3) and an Administrative Assistant (GS (Other level)). **The Committee recommends acceptance of the four posts requested for the Mission Management and Support Section for the new Formed Police Support Unit.**

Standing Police Capacity Section

80. The Advisory Committee referred to the creation of the standing police capacity in its report on the support account for the period 2006/07 and recalls that 27 posts were provided as initial capacity. The Committee further indicated that the capability would be assessed after 12 months of operation (see A/60/807, paras. 76-77). The Secretary-General's High-Level Panel on Threats, Challenges and Change had recommended a small corps with a level between 50 and 100 officers. Twenty-five additional posts — for two Senior Police Advisers (P-5) and 23 Police Advisers (15 P-4 and 8 P-3) — are requested to further strengthen the capacity in 2007/08. The functions of the posts proposed are explained in paragraphs 179-192 of the budget document (A/61/858/Add.1).

81. Upon enquiry, the Advisory Committee was informed that 14 candidates had been identified in the recruitment process for the initial 27 posts, due to arrive in May or June 2007; two candidates selected had declined the offer of appointment and no suitable candidates had been identified as yet for the remaining nine posts. It is tentatively planned that the first batch would be ready to deploy by fall 2007. The Committee was also informed that a comprehensive study on the implementation of the concept will be made available to Member States for review in the summer of 2008. In addition, given the field focus of the standing police capacity, it envisaged that there could be a relocation to the United Nations Logistics Base at Brindisi and that formal approval would be sought in the context of the next session of the Special Committee on Peacekeeping Operations and the budget submissions for both the Logistics Base and the support account for 2008/09. **The Committee is of the opinion that it would be premature to double the capacity of the standing**

police capacity, at this stage, without the benefit of an assessment of the performance of the initial capacity, as requested by Member States. Therefore, the Committee recommends against the approval of the 25 additional posts for the standing police capacity at this time.

Criminal Law and Judicial Advisory Section (A/61/858/Add.1, paras. 193-199)

82. The Advisory Committee notes that this function is proposed to be transferred from the Peacekeeping Best Practices Section through the redeployment of five support-account posts for two Judicial Officers (P-4 and P-3), two Corrections Officers (P-4 and P-3) and a Team Assistant (GS (Other level)). To meet current and expected demands, it is proposed to increase the resources by adding two Judicial Officers (1 P-4 and 1 P-3), two Corrections Officers (P-4) and one General Service post (GS (Other level)) to provide administrative support. The P-4 Judicial Officer would support the justice component of two large peace operations, one smaller integrated mission and one or more potential new missions; the P-3 Judicial Officer would provide similar support for one large and two smaller peace operations, serve as facilitator of the Department's Internet rule-of-law network and maintain the database. The two Corrections Officers (P-4) are requested to support the corrections components of peace operations, one being responsible for developing guidance materials, including training and induction programmes, and the other developing a programme review and evaluation framework, contributing to the development of the guidance manual and developing a funding facility for support in field missions. **The Committee recommends acceptance of the two posts (1 P-4, 1 P-3) for the Judicial Officers, the two posts for the Corrections Officers (P-4) and the General Service post proposed for an Administrative Assistant.**

Disarmament, Demobilization and Reintegration Section

83. The Advisory Committee notes that the function is also transferred from the Peacekeeping Best Practices Section through the redeployment of four support-account posts (1 P-5, 1 P-4, 1 P-3 and 1 GS (Other level)). An additional P-4 post is requested to provide programme support, assist in policy development and provide guidance to all seven missions with such components, ensuring timely support for the integrated operational teams and assistance in planning. **The Committee recommends acceptance of the additional P-4 post for this Section.**

Security Sector Reform Section (A/61/858/Add.1, paras. 205-211)

84. A new capacity for security sector reform is proposed to be created to respond to growing demands from peacekeeping missions for guidance and support from Headquarters in this area. The new Section is proposed to provide strategic policy frameworks to support the Assistant Secretary-General in ensuring a coherent, holistic approach in the establishment of the rule of law and reform of security institutions in peacekeeping operations. Five new posts are requested: a Reform Policy Adviser (P-5) who would lead the Section; a Reform Policy Officer (P-4) to initiate the development of strategic policy and guidance in the area of defence sector reform; a Reform Policy Officer (P-4) who would concentrate in the area of executive and administrative structures and processes; a Coordination Officer (P-3) to assist the Section in carrying out its system-wide support functions; and an Administrative Assistant (GS (Other level)) to support the Section.

85. The Advisory Committee also notes that the Section would be a system-wide focal point and technical resource in this regard. However, the United Nations role continues to be developed, and a coordinated approach to security sector reform is yet to be articulated. In its last report, the Special Committee on Peacekeeping Operations recognized the establishment of an effective, professional and accountable security sector as an important element in the transition from United Nations peacekeeping to sustainable peace and development and recommended the need for an overall strategy. The Special Committee has recommended that in 2007 the Secretary-General submit to the General Assembly a comprehensive report on United Nations approaches to security sector reform. Upon enquiry, the Committee was informed that six missions have mandates to support national authorities in this regard at present (MONUC, the United Nations Interim Administration Mission in Kosovo (UNMIK), the United Nations Integrated Office in Burundi, UNOCI, the United Nations Integrated Office in Sierra Leone, and UNMIT) (see also A/61/668, para. 50). **The Committee therefore recommends the acceptance of the five posts (1 P-5, 2 P-4, 1 P-3, 1 GS (Other level)) proposed for the Security Sector Reform Section.**

Mine Action Service (A/61/858/Add.1, paras. 212-218)

86. The Mine Action Service currently has five support-account posts (1 P-4, 3 P-3, 1 GS (Other level)). An additional support-account post is requested for a Programme Officer (P-3) to support the increased workload of the Service in relation to seven missions where large-scale mine action programmes are being implemented (UNMIS, MONUC, the United Nations Mission in Ethiopia and Eritrea, UNIFIL, the United Nations Mission for the Referendum in Western Sahara, UNMIK, and the United Nations Peacekeeping Force in Cyprus) and three missions receiving regular technical advice and support (the United Nations Mission in Liberia, the United Nations Military Observer Group in India and Pakistan and the United Nations Disengagement Observer Force). New programmes are being developed for Chad and the Central African Republic, as well as to support what is currently envisaged in the Sudan for Darfur. **The Advisory Committee recommends acceptance of the P-3 post requested for the Mine Action Service.**

(v) Policy, Evaluation and Training Division

87. The Policy, Evaluation and Training Division is proposed to be established to provide an integrated capacity and approach to the development of peace operations policy and doctrine, informed by the systematic capturing of best practices and lessons learned; the standardization, design and delivery of training based on such doctrine and policy; and the evaluation of mission performance in implementing mandates. The Division would provide services to both the Department of Peacekeeping and the Department of Field Support.

88. The Division, as proposed, would consist of the existing Peacekeeping Best Practices Section and the Integrated Training Service, as well as a new Evaluation Section and a new Partnerships Section (see para. 179 (d) below).

Posts

Office of the Director (A/61/858/Add.1, paras. 234-235)

89. The Advisory Committee notes that, as the new capacity would build upon the existing Change Management Unit, the post of the Director of Change Management (D-2) would be redeployed as Director of the Division, and an Administrative Assistant post would be redeployed from the Office of the Under-Secretary-General (see para. 48 above). An additional post for an Administrative Management Officer (P-4) is requested to provide liaison with the operational and administrative staff of various services, departments and agencies, guidance consistent with the policy objectives of the Director and advice to the Director on the integration of policy, training and evaluation issues. **The Committee recommends acceptance of the P-4 post proposed in the Office of the Director.**

Peacekeeping Best Practices Section (A/61/858/Add.1, paras. 236-240)

90. The Peacekeeping Best Practices Section currently consists of 28 posts (23 Professional and 5 General Service (Other level)). Ten positions (8 Professional and 2 General Service) are redeployed to the Office of Rule of Law and Security Institutions, where the disarmament, demobilization and reintegration and the criminal law and judicial advisory functions are incorporated. Two new posts are proposed for the Peacekeeping Best Practices Section to strengthen the capacity of the Gender Unit: a Gender Policy Adviser (P-5) and an Administrative Assistant (GS (Other level)). The Unit currently consists of two Professional posts (1 P-4 and 1 P-3), whose incumbents are responsible for policy advice and monitoring the work of gender components in 11 peacekeeping missions. The Adviser post is requested to ensure more effective engagement at the decision-making level in the Department, to establish a global workplan of objectives guiding the work of units in field missions and to provide policy guidance. **The Advisory Committee recommends acceptance of the two posts proposed for the Peacekeeping Best Practices Section (1 P-5, 1 GS (Other level)) to strengthen the gender capacity of the Unit.**

91. **The Advisory Committee also recommends an evaluation of the Peacekeeping Best Practices Section in the light of accumulated experience.**

Evaluation Section (A/61/858/Add.1, paras. 241-250)

92. The proposal to establish this new Section seeks to strengthen the capacity to monitor and evaluate the activities of the Department of Peacekeeping Operations and the Department of Field Support. As indicated, the Section would undertake programmed evaluation of missions focusing on mission performance, and the results would guide follow-on and remedial activities in both Departments and in missions, while also supporting the development of policy, best practices and training. The Advisory Committee was informed that the lack of dedicated capacity in this area restricts the ability of the Department to conduct evaluations and follow-up on recommendations.

93. Five new posts are requested for the new Evaluation Section, for a Chief of Section (P-5), three Evaluation Officers (P-4) and an Administrative Assistant (GS (Other level)). The staff will make up the core of the evaluation team, with additional specialists being drawn, as required, from both Departments. As indicated

in the report, the Chief of Section would be responsible for leading and managing the Section and producing coordinated and integrated plans annually for the conduct of mission evaluations, as well as ensuring the inclusion of results in policy development and training. Each of the proposed Evaluation Officers is to possess specific skills in mission support, in military matters or in police matters, interfacing between the Section and the entity related to his or her area of expertise. The Administrative Assistant would provide support to the Section. **The Advisory Committee recommends acceptance of the post for the Chief of Section (P-5) and of one post for an Evaluation Officer (P-4) out of the three proposed. The Committee also recommends acceptance of the post for an Administrative Assistant (GS (Other level)). Subject-matter expertise can be drawn from the substantive areas of both Departments. In addition, an amount of $242,400 is requested under consultants for evaluation capacity in 2007/08 (see A/61/858/Add.1, para. 260). The Committee does not object to that proposal.**

Partnerships Section (A/61/858/Add.1, paras. 251-254)

94. The establishment of this Section targets the development of deeper partnerships with United Nations and non-United Nations partners, as encouraged by Member States (see General Assembly resolution 61/1, paras. 93 and 170, and A/60/19, paras. 145-146). The new Section is proposed to include four posts (1 P-5, 2 P-4, 1 GS (Other level)), of which the P-4 post would be redeployed from the Office of Operations to focus on the partnership with the European Union and the North Atlantic Treaty Organization. A P-5 post is requested for a Chief of Section with sufficient experience and the political and communicational skills required to support senior management in the development of strategic partnerships and represent the Department in a wide range of contexts. A P-4 post is requested for a Coordination Officer to coordinate and liaise with other actors in the United Nations system, including the Department of Political Affairs, the Peacebuilding Commission, the Peacebuilding Support Office and the United Nations Development Group Office, in partnership with the Bretton Woods institutions and/or regional development banks, in respect of engagement in fragile and post-conflict States. The General Service post requested (GS (Other level)) would provide administrative support. **The Advisory Committee recommends that the functions be provided through general temporary assistance for 12 months pending review and a new submission in the context of the proposed budget for the support account for 2008/09.**

(b) Department of Field Support

95. As indicated in the report of the Secretary-General, the Department of Field Support is to provide support to United Nations field operations in the areas of personnel, finance, procurement, logistics, communications, information technology and other administrative and management issues (see A/61/858/Add.1, para. 278). Under the proposal, existing support capacities in the Department of Peacekeeping Operations and certain functions currently performed by the Department of Management are to be consolidated and assigned to the Department of Field Support. The entirety of the current Office of Mission Support in the Department of Peacekeeping Operations is to be transferred to the new Department of Field Support. The new Department is to consist of three principal components: the Office of the Under-Secretary-General for Field Support, the Office of Field Administrative

Support and the Office of Integrated Support Services. The Secretary-General proposes a total of 510 support account posts for the Department, including 123 new posts and 387 posts transferred in from the Department of Peacekeeping Operations and the Department of Management.

(l) Office of the Under-Secretary-General for Field Support

96. The proposed Office of the Under-Secretary-General for Field Support is to be comprised of four organizational units: the Front Office of the Under-Secretary-General, the Senior Leadership Appointments Section, the Risk Management Unit and the Legal Service (see A/61/858/Add.1, para. 279). The proposed strength of the Office of the Under-Secretary-General is 21 posts, of which 17 will be new posts and 4 are to be transferred from the Department of Peacekeeping Operations.

Posts

Front Office of the Under-Secretary-General (A/61/858/Add.1, paras. 281-287)

97. The Front Office of the Under-Secretary-General is to consist of 11 posts (1 USG, 1 D-1, 1 P-5, 1 P-4, 1 P-3, 6 GS (OL)), of which 10 are new. The post of Under-Secretary-General is proposed to be established under the regular budget (see sect. IV below). The Under-Secretary-General would be directly supported by a (regular budget) Special Assistant at the D-1 level, to be transferred from the Logistics Support Division of the current Office of Mission Support; and a personal assistant (GS (Other level)). A dedicated office management capacity is proposed, consisting of a Programme Management Officer (P-5), an Administrative Management Officer (P-4) and two Administrative Assistants (GS (Other level)). The Front Office of the Under-Secretary-General would be responsible for maintaining the Registry of the Department of Field Support. For this purpose, a Records Management Officer (P-3) and three Records Clerks (GS (Other level)) are proposed. **The Advisory Committee sees merit in the level of Under-Secretary-General for the Head of the Department. The Committee notes that the requests for the Front Office of the Under-Secretary-General of the Department are modest because the Department will be sharing an Executive Office which would reside in the Department of Peacekeeping Operations. The Committee therefore recommends the approval of the posts requested for the Front Office except for the P-3 Records Management Officer. It is the Committee's view that the P-3 post requested for the Office of the Chief of Staff of the Department of Peacekeeping Operations (see A/61/858/Add.1, para. 47) could coordinate records management for both Departments, and that the three Records Clerks requested could handle day-to-day records and correspondence management for the Department of Field Support.**

Senior Leadership Appointments Section (A/61/858/Add.1, paras. 288-292)

98. The Secretary-General proposes the relocation of the newly established Senior Leadership Section from the Personnel Management and Support Service of the Department for Peacekeeping Operations to the Office of the Under-Secretary-General for Field Support. The current staffing of the section consists of one P-5 and one General Service (Other level) posts, as well as one P-4 position funded under general temporary assistance. It is proposed to redeploy the existing two posts and to convert the P-4 general temporary assistance position to a post. A new P-3

post is also requested, bringing the total staffing of the Section to 4. **The Advisory Committee recommends approval of the posts requested.** The Committee was informed by representatives of the Secretary-General that, in addition to the Department of Peacekeeping Operations and the Department of Field Support, the Senior Leadership Appointments Section would also support the Department of Political Affairs for special political missions. **The Committee notes that a report on special political missions is to be submitted to the General Assembly at its sixty-second session (see para. 16 above).**

Risk Management Unit (A/61/858/Add.1, paras. 293-295)

99. The Secretary-General proposes the establishment of a Risk Management Unit to provide for a dedicated capacity in the Department of Field Support to introduce and coordinate an internal risk-management approach in the planning and execution of peace operations in the field. The Unit would comprise two new support account posts: a Senior Risk Management Officer (P-5) and a Programme Officer (P-4). **The Advisory Committee recommends against approval of the posts requested for the Risk Management Unit, pending submission of proposals by the Secretary-General concerning the application of risk management Organization-wide (see General Assembly resolution 61/245).**

Legal Service (A/61/858/Add.1, paras. 296-300)

100. The establishment of a small legal capacity is proposed in the Office of the Under-Secretary-General for Field Support to provide in-house legal advice on matters related to support for the field and to facilitate interaction between the Department for Field Support and the Office of Legal Affairs. The Secretary-General asserts that this is particularly important given the proposed delegation of authority for field procurement and the related complex and expanding requirements for legal assistance arising from procurement activities. A total of four posts are requested for the Section: a Senior Legal Officer (P-5); two Legal Officers (P-4), one of which is to be transferred from the current Office of Mission Support; and one General Service (Other level). The Committee understands the Department's requirement for timely legal advice on peacekeeping matters. In that regard, it highlights the necessity to preserve the role of the Office of Legal Affairs as the central legal service of the Organization with a view to maintaining consistency in the legal advice provided throughout the Organization, as underlined by the Secretary-General (see A/61/749, para. 48). **At this time, the Committee recommends approval of the posts requested except for the P-5 Senior Legal Officer (see paras. 126-131 below).**

(ii) Office of Field Administrative Support

101. The Office of Field Administrative Support is to assume all the functions and resources of the current Administrative Support Division of the Office of Mission Support, and would be vested with additional authorities delegated by the Department of Management in the area of personnel. The Office would be headed by an Assistant Secretary-General. In addition to the Office of the Assistant Secretary-General, the Office of Field Administrative Support will consist of three divisions, each headed by a Director at the D-2 level: the Field Personnel Division, the Field Budget and Finance Division, and the Conduct and Oversight Division. The proposed strength of the Office is 244 posts, of which 18 are regular budget

posts. A total of 185 existing posts are to be transferred to the Office of Field Administrative Support from the Department of Peacekeeping Operations and 59 new posts are proposed.

Posts

Office of the Assistant Secretary-General for Field Administrative Support (A/61/858/Add.1, paras. 308-312)

102. For the Office of the Assistant Secretary-General for Field Administrative Support, the creation of six new posts is proposed as follows: (a) one Assistant Secretary-General and one Special Assistant (P-5) under the regular budget; and (b) two Administrative Management Officers (1 P-4 and 1 P-3) and two Administrative Assistants (GS (Other level)) under the support account. **Taking into account its recommendations on the procurement function (see paras. 126-131 below) and the consequent decrease in the workload of the Department of Field Support, the Advisory Committee does not believe that two posts in the Department at the level of Assistant Secretary-General are required at this time. It therefore recommends against approval of the six new posts proposed for the Office of the Assistant Secretary-General for Field Administrative Support; instead, it recommends that the proposed post of Assistant Secretary-General for Integrated Support Services (see para. 118 below) be attached administratively to the Office of the Under-Secretary-General for Field Support to form a unified management cell in the Department.**

Field Personnel Division (A/61/858/Add.1, paras. 313-364)

103. The Secretary-General proposes the upgrade and designation of the existing Personnel Management and Support Service as the Field Personnel Division, to be led by a Director at the D-2 level supported by two Service Chiefs at the D-1 level. The Division would be organized into two broad components. One would comprise integrated human resources management teams structured broadly along regional lines to deal with all staff appointments, travel and administration (Field Personnel Operations Service). The other would comprise sections dedicated to delivering foundational support in the areas of policy guidance; organizational design; quality assurance and information management; and recruitment, outreach and career development (Field Personnel Specialist Support Service). The Division is to be composed of 129 posts, comprising 97 support account posts to be redeployed from the existing Administrative Support Division, 21 proposed new support account posts, 8 existing regular budget posts and 3 posts to be transferred from the regular budget to the support account.

104. The Office of the Director of the Field Personnel Division is to consist of eight staff (1 D-2, 2 P-4, 1 P-3 and 4 GS (Other level)). The D-2 post for the Director of the Division is to be redeployed from the current Office of the Director, Administrative Support Division. An Administrative Management Officer (P-4) and two Administrative Assistants (GS (Other level)) are to be redeployed from the Office of the Chief of the Personnel Management and Support Service. In addition, four new posts are proposed in the Office of the Director of the Field Personnel Division to service the central review bodies which are to be established to monitor the selection process for filling vacancies in field missions (1 P-4, 1 P-3 and 2 GS

(Other level)). **The Advisory Committee recommends approval of the posts requested for the Office of the Director of the Field Personnel Division.**

Field Personnel Operations Service (A/61/858/Add.1, paras. 328-337)

105. The Field Personnel Operations Service is to consist of an Office of the Chief and four integrated human resources management teams. The Service would continue to administer the contracts, allowances and benefits of the international staff in all peacekeeping missions, all special political missions and the United Nations Logistics Base, under an expanded delegation of authority. The Service is to be comprised of 73 staff, of which 7 are funded under the regular budget.

106. Seven new support account posts are requested for the Field Personnel Operations Service, three for Administrative Assistants (GS (Other level)) to strengthen documentation and record-keeping in the Entitlements and Travel Section of the Office of the Chief, three for Senior Human Resources Officers (P-5) to head integrated human resources management teams and one for a Human Resources Assistant (GS (Other level)) to support one of the teams. Four teams are proposed, with the team for the Europe and the Americas region being headed at the P-4 level, owing to the lower level of complexity of the workload involved. Each team is to be a task-organized group of human resources officers and assistants. They would exercise a broad range of delegated authority with respect to the application of the Staff Rules and Regulations in the context of: (a) the preparation and processing of offers of appointment and letters of assignment; (b) initial travel arrangements; and (c) personnel actions initiated by the supported field missions during the course of assignments on behalf of international staff. The number of staff on each team would not be fixed, since it would be a function of the size of the client base within its assigned group of field missions and activities. The intended initial composition of the teams is shown in paragraph 336 of the report of the Secretary-General (A/61/858/Add.1). **The Advisory Committee recommends approval of the three P-5 posts requested for the Chiefs of the Teams, as well as one General Service (Other level) post requested for a new Human Resources Assistant.**

107. The Advisory Committee notes that the Entitlements and Travel Section will have a total of seven General Service posts redeployed from the Personnel Management and Support Service. **Taking that capacity into account, the Committee recommends approval of one of the three General Service (Other level) posts requested for the Section.**

Field Personnel Specialist Support Service (A/61/858/Add.1, paras. 338-364)

108. The Field Personnel Specialist Support Service is to consist of the Office of the Chief, the Guidance and Organizational Design Section, the Quality Assurance and Information Management Section, and the Recruitment, Outreach and Career Development Section. The Service is to be comprised of 48 staff, of which one is funded under the regular budget. A total of 10 new support account posts are requested for the Service, as follows:

(a) One D-1 and one General Service (Other level) posts for the Office of the Chief of Service;

(b) Four new posts for the Guidance and Organizational Design Section (2 P-3 and 2 GS (Other level)) in connection with the exercise of the newly

delegated authority from the Office of Human Resources Management for the classification of mission posts up to and including the D-1 level;

(c) One new General Service (Principal level) post in the Quality Assurance and Information Management Section to manage the Galaxy/e-staffing website, which is currently handled by the Office of Human Resources Management;

(d) Two P-3 posts and one General Service (Other level) post in the Recruitment, Outreach and Career Development Section for succession-planning activities.

109. The Advisory Committee notes from paragraph 363 of the report of the Secretary-General (A/61/858/Add.1) that one of the proposed functions of the two requested P-3 posts in the Recruitment, Outreach and Career Development Section is to assist in the implementation and evaluation of the mobility policy for field staff between missions and between missions and Headquarters. **In view of the fact that the mobility programme at present applies only to staff members appointed under the 100 series of the Staff Rules and that a decision is pending on the proposed cadre of 2,500 core peacekeeping staff, which have been proposed for inclusion in the mobility programme (see General Assembly resolution 61/244, sects. IV and VIII), the Committee believes that the need for the function has not been adequately justified. It therefore recommends against approval of one of the P-3 posts for the Section. The Committee recommends approval of the remaining nine new support account posts proposed for the Service.**

Field Budget and Finance Division (A/61/858/Add.1, paras. 365-402)

110. To address expanded requirements, the Secretary-General proposes that the existing Finance Management and Support Service be restructured and strengthened to become the Field Budget and Finance Division. It is intended that the strengthening of the function would address issues of quality and timeliness in the finalization of mission budget proposals by ensuring that the Division has the capacity to provide high-quality budget proposals to the Department of Management. As indicated in paragraph 369 of the Secretary-General's report (A/61/858/Add.1), 17 new support account posts are requested, bringing the total number of staff to 87. **In view of the explanations provided by the Secretary-General in paragraph 370 of his report (A/61/858/Add.1), the Advisory Committee recommends approval of the D-2 post requested for the Director of the Division.**

111. The Secretary-General also proposes the establishment of a new Budget and Performance Reporting Service, to be headed at the D-1 level and comprised of three sections defined according to functional and geographical criteria. The Service would comprise 45 support account posts. Eleven new posts are requested for the Service: one P-5 for the Chief of the Middle East, Europe and Latin America Section, five P-4 Finance and Budget Officers, one P-3 Finance and Budget Officer and four General Service (Other level) Finance and Budget Assistants. Within the Budget and Performance Reporting Service, the Secretary-General intends to establish an "Abacus team", which would be constituted by temporarily assigning some of the staff of the Service. The team would guide missions in developing budget proposals and shift a good part of the Field Budget and Finance Division review process to hands-on support by Division staff in the field and joint

finalization of the budget proposals prior to submission to Headquarters (A/61/858/Add.1, para. 395).

112. **The Advisory Committee welcomes the efforts by the Secretary-General to address the budget process for field missions. The Committee believes that the production of high-quality budgets by the field missions would constitute a significant step forward in rectifying problems with the budget process.** In paragraph 23 of its report on the administrative and budgetary aspects of the financing of the United Nations peacekeeping operations (A/61/852), the Committee has expressed its concern at the efficiency of the process as follows:

> "The Committee notes that substantial capacity exists in missions and at Headquarters, in the Department of Peacekeeping Operations and the Department of Management, to support the budget function, but is far from persuaded that the sum of the capacity creates value commensurate with its cost. A system in which three actors redo each other's work is not productive."

Pending proposals from the Secretary-General on the streamlining of the budget process, the Committee recommends a disciplined approach to resource increases. Accordingly, of the seven Professional posts proposed for the Budget and Performance Reporting Service, the Committee recommends approval of two P-4 positions, to be funded under general temporary assistance. The Committee recommends approval of two of the four General Service (Other level) posts proposed by the Secretary-General.

113. Five new support account posts are requested for the Memorandum of Understanding and Claims Management Section: one P-3 Finance Officer and four General Service (Other level) Claims Assistants. **The Advisory Committee recommends approval of the P-3 post and two General Service (Other level) positions to be funded under general temporary assistance.**

Conduct and Oversight Division (A/61/858/Add.1, paras. 403-434)

114. The Secretary-General proposes the consolidation of departmental resources and functions relating to conduct and oversight into a single Division comprised of 22 staff. The Division would include the Office of the Director, an Audit Response and Board of Inquiry Section, a Headquarters Conduct and Discipline Unit and a Field Procurement Oversight Section. A total of 15 new support account posts are proposed for the Division as follows:

(a) One D-2 post and one General Service (Other level) post for the Office of the Director;

(b) One P-5 Senior Administrative Management Officer for the Audit Response and Board of Inquiry Section; one P-3 Operational Review Officer for the Audit Response Unit; one P-4 and one P-3 Operational Review Officers and one General Service (Other level) Administrative Assistant for the Board of Inquiry Unit;

(c) Seven posts (1 D-1, 1 P-5, 2 P-4, 1 P-2 and 2 GS (OL)) for the Headquarters Conduct and Discipline Unit to be converted from existing positions funded under general temporary assistance in the existing Conduct and Discipline team;

(d) One General Service (Other level) Administrative Assistant for the Field Procurement Oversight Section.

115. **The Advisory Committee is of the opinion that the proposed Conduct and Oversight Division should remain a unit focusing on conduct and discipline issues and should continue to be headed at the D-1 level. The Committee recommends approval of all seven of the proposed conversions from general temporary assistance for the Headquarters Conduct and Discipline Unit. Matters relating to broader oversight issues should be the responsibility of the Office of the Under-Secretary-General. With regard to the Audit Response and Board of Inquiry Section, the Committee is of the view that the functions involving follow-up of recommendations of oversight bodies would be more appropriately placed in the Office of the Under-Secretary-General. The Committee therefore recommends approval of two P-3 Operational Review Officers (one each for audit response and the Board of Inquiry) to be placed in the Office of the Under-Secretary-General. The requirement for a General Service (Other level) post requested for the Field Procurement Oversight Section should be met from within existing resources.**

Non-post resources

116. Requirements for general temporary assistance for the Office of Field Administrative Support are estimated at $2,651,600. **For the Field Personnel Division, the Advisory Committee recommends approval of the equivalent of nine Professional positions (9 P-3) and six General Service positions (6 GS (Other level)) in view of the substantial strengthening of staffing recommended for the Division in the paragraphs above.** The resources requested for official travel for the Office of Administrative Support amount to $995,500. The Advisory Committee notes that an amount of $172,100 is recommended for travel by the Conduct and Oversight Division relating to procurement delegation coverage and oversight issues. The Committee's recommendations on these issues are contained in paragraphs 115 above and 126-131 below.

(iii) Office of Integrated Support Services

117. The Office of Integrated Support Services is to be responsible for the provision of direction, policy and guidance to field logistics support, the provision of integrated logistics and information and communications (ICT) support planning, and the maintenance of capability to respond to rapidly developing or changing peacekeeping support requirements. It is envisaged that the Office will be headed by an Assistant Secretary-General for Integrated Support Services. In addition to the Office of the Assistant Secretary-General, the Office of Integrated Support Services is to consist of three divisions: the Logistics Support Division, the Information and Communications Technology Division and the Field Procurement Service. The proposed strength of the Office is 292 posts, of which 28 are regular budget posts. A total of 243 posts are to be transferred to the Office of Integrated Support Services from the existing structure of the Department of Peacekeeping Operations and 49 new (support account) posts are proposed.

Posts

Office of the Assistant Secretary-General for Integrated Support Services (A/61/858/Add.1, paras. 469-470)

118. No new posts are requested for the Office of the Assistant Secretary-General for Integrated Support Services; however, taking into account its recommendations on the procurement function (see paras. 126-131 below) and the consequent decrease in the workload of the Department of Field Support, the Advisory Committee recommends approval of only one Assistant Secretary-General post for the Department (see para. 102 above). **The Committee recommends approval of the proposed staffing of the Office of the Assistant Secretary-General for Integrated Support Services, which should be attached administratively to the Office of the Under-Secretary-General for Field Support to form a unified management cell in the Department.**

Logistics Support Division (A/61/858/Add.1, paras. 471-511)

119. The Logistics Support Division is to assume most of the functions and resources currently residing in the existing Logistics Support Division of the Office of Mission Support, except for the Communication and Information Technology Service, which is proposed to be established as a separate division. The Logistics Support Division is to be comprised of three services: the Operational Support, Specialist Support and Transportation and Movements Services, each headed at the D-1 level. A total of 134 support account posts from the existing structure of the Department of Peacekeeping Operations are to be redeployed to the Division and 16 new support account posts are requested.

Operational Support Service (A/61/858/Add.1, paras. 473-479)

120. Two new support account posts are requested: a Chief of the Aviation Safety Section (P-5) and a Logistics Operational Officer (P-3) to assist the Chief of the Strategic Deployment Stocks Unit. It is also proposed to re-establish the D-1 regular budget post for the Chief of the Operational Support Service under the support account. **The Advisory Committee recommends approval of the re-establishment of the D-1 post. It also recommends approval of the P-5 post for the Chief of the Aviation Safety Section in view of the increased volume of activity of the Section as outlined in paragraphs 474-476 of the report of the Secretary-General (A/61/858/Add.1). The Committee recommends against approval of the P-3 Logistics Operational Officer.**

Specialist Support Service (A/61/858/Add.1, paras. 480-497)

121. Nine new support account posts are requested for the Specialist Support Service, as follows:

(a) One P-3 Engineering Operation Officer and one P-3 Asset Management Officer for the Engineering Section;

(b) Three P-3 Supply Officers and one General Service (Other level) Financial Assistant for the Supply Section;

(c) One P-4 Contingent-owned Equipment Officer and one P-4 Property Management Officer for the Contingent-owned Equipment and Property Management Section;

(d) One P-4 Cartographic Officer.

Of the nine posts requested, the Advisory Committee recommends approval of three P-3 posts and one General Service (Other level) post for the Supply Section. The Committee recommends that the requirements for the remaining posts be met from within existing resources.

Transportation and Movement Service (A/61/858/Add.1, paras. 498-511)

122. Five new support account posts are proposed for the Transportation and Movement Service, as follows:

(a) One General Service (Other level) post to assist the Chief of the Service. **The Advisory Committee recommends that the requirement for this post in the Office of the Chief of Service be met from within existing resources;**

(b) One P-5 post for the Chief of the Movement Control Unit and one P-3 Movement Control Officer. **The Committee agrees with the Secretary-General's assessment that the level of current financial responsibility of the Unit should not be delegated below the P-5 level (see A/61/858, para. 499). It therefore recommends approval of the P-5 post for the Chief of the Unit but recommends against the P-3 Movement Control Officer in view of the current staffing of the Unit;**

(c) One P-4 Surface Transport Officer (Spare Parts Management). **The Committee recommends approval, in view of the identification, by both independent external experts and the Office of Internal Oversight Services, of excessive spare parts holdings in missions as a major operational problem;**

(d) One P-4 Air Transport Officer (Quality Assurance and Standards). **The Committee shares the Board of Auditor's concern regarding the Department's inability to fully implement the pre-qualification of air carriers before contracting with them (see A/61/5, vol. II, chap. II, para. 144).** The proposed functions of the P-4 Officer are to pre-qualify air carriers for registration and ensure compliance with aviation requirements of the Department; carry out vendor inspection and mission aviation quality assurance visits; review contractor performance evaluation reports; and initiate corrective actions for peacekeeping aviation. **The Committee recommends approval of the post.**

Information and Communications Technology Division (A/61/858/Add.1, paras. 512-530)

123. The Secretary-General proposes that the existing Communications and Information Technology Service be upgraded to a division within the Office of Integrated Support Services. The proposal is based on four major tenets: (a) the continued growth of ICT activities within peacekeeping in scale, scope and complexity; (b) the implementation of enterprise systems in peace operations; (c) a requirement to place ICT services closer to stakeholders; and (d) the consolidation of ICT activities within the Department of Field Support. The Division is to be structured on the basis of two services: an Information Systems Service, and a Field

Communications and Information Technology Operations Service. Four new support account posts are requested as follows:

(a) One D-2 post for the Director of the Division;

(b) One D-1 post for the Chief of the Information Systems Service;

(c) One P-4 post for an Information and Communications Technology Security Officer;

(d) One P-3 post for a Communications/Desk Officer.

In addition, an upgrade from P-3 to P-4 is requested for the post of the Chief of the Information and Communications Technology Infrastructure Support Unit.

124. In its resolution 60/283, the General Assembly decided to establish the post of Chief Information Technology Officer in the Office of the Secretary-General. The Assembly also requested the Secretary-General to submit to it, at its resumed sixty-first session, detailed information on the structure and staffing requirements of the envisaged information and communications technology structure, as well as the lines of responsibility, the functions of the proposed structure and its relationship with other information and communications technology units in the Secretariat, offices away from Headquarters, regional commissions, peacekeeping operations, special political missions and other field offices.

125. The post of Chief Information Technology Officer has not yet been filled. The Secretary-General has submitted an interim report on information and communications technology (see A/61/765; the related report of the Advisory Committee is contained in document A/61/804). The Committee was informed that a comprehensive report was under preparation. **The Committee is cognizant of the important responsibility discharged by the Communications and Information Technology Service; however, pending the appointment of a Chief Information Technology Officer and the elaboration of lines of authority in the IT function, the Committee is of the view that it would be premature to establish new high-level ICT posts. Accordingly, the Committee recommends against approval at this time of the D-1 and D-2 posts requested. However, the Committee recognizes the need for additional capacity. It therefore recommends approval of the P-3 and P-4 posts requested, as well as the upgrade of the post for the Chief of the Information and Communications Technology Infrastructure Support Unit from P-3 to P-4.**

Field Procurement Service (A/61/858/Add.1, paras. 531-554)

126. One of the Secretary-General's key proposals involves the integration of the procurement function with operational delivery by vesting the Department of Field Support with the authority for field support procurement, along with the authority to appoint procurement officers at Headquarters and in the field. The Secretary-General argues that, given the fact that 80 to 85 per cent of goods and services procured Organization-wide are in support of peacekeeping and that very different circumstances drive Headquarters procurement as compared with procurement for field operations, the proposed arrangement would result in greater unity of direction, improved responsiveness of the procurement process to field needs and streamlined procurement processes, resulting in more timely delivery of goods and services to the field (A/61/858, paras. 106 and 109). Under the Secretary-General's proposal,

the Department of Management would retain control, ownership and leadership of the common vendor database, the joint vendor review committee and the common Procurement Manual. The Headquarters Committee on Contracts, with representation from the Department of Field Support, would serve both the Department of Management and the Department of Field Support.

127. The Secretary-General proposes the establishment of the Field Procurement Service with the transfer of 50 posts (35 of which are financed from the support account, including the post of Chief of Service (D-1)) from the Procurement Division of the Department of Management to the Department of Field Support. The total proposed strength of the Field Procurement Service is 79 posts, including 29 new posts. The Committee notes that, under the Secretary-General's proposal, functions and resources related to procurement that are currently assigned to the Department of Peacekeeping Operations would be transferred to the Department of Field Support.

128. The Secretary-General proposes an arrangement whereby procurement authority would be delegated from the Under-Secretary-General for Field Support to the Assistant Secretary-General for Field Administrative Support. The Assistant Secretary-General for Integrated Support Services is to have no delegation of authority for procurement, thereby providing for a separation between requisitioning and procurement in the Office of Integrated Support Services and the functions of contract award and delegation of procurement authority in the Office of Field Administrative Support (see A/61/858, para. 540). Upon further enquiry, it was clarified to the Advisory Committee that the Assistant Secretary-General for Integrated Support Services would be responsible for the definition of requirements and solicitation. The Assistant Secretary-General for Field Administrative Support would be responsible for management and oversight of procurement, delegations and approval of recommendations for contract award.

129. The Advisory Committee recalls that the General Assembly, in its resolution 61/246, requested the Secretary-General to submit to it at the second part of its resumed sixty-first session a comprehensive report on, inter alia: (a) the management arrangements for procurement, including clear lines of accountability and delegation of authority; (b) the findings of the working group established to examine ways in which the organizational structure could be changed to better align responsibility with authority and to improve the overall control environment for procurement for peacekeeping operations; (c) the respective responsibilities of the Department of Management and the Department of Peacekeeping Operations; (d) streamlined procurement procedures for peacekeeping operations in the field, including specific information on mechanisms for strengthened monitoring, oversight and accountability; and (e) the functioning of the Headquarters Contracts Committee and the local committees on contracts. The requested report has not yet been issued.

130. **The Advisory Committee understands that the restructuring proposal was not before the Assembly at the time of its adoption of resolution 61/246. However, the Committee believes that the issues flagged by the Assembly remain important, especially since little supporting documentation has been given for the proposals in the comprehensive report on restructuring. Accordingly, the Committee recommends that the Secretary-General be requested to submit the report requested in resolution 61/246 as expeditiously**

as possible. The report should provide adequate supporting background information for restructuring proposals and, in that context, should fully take into account the Committee's concerns, as expressed in the paragraphs above, regarding the internal control regime and segregation of functions, the delegation of authority, the need for improvements in procurement business processes and issues surrounding the phasing in of any structural changes that might be approved, and should also provide information on best practices in other organizations. The Committee recalls that, under the Financial Regulations and Rules of the United Nations, the Under-Secretary-General for Management is responsible for the procurement functions of the Organization. Pending its review of the above-mentioned report on procurement, the Committee recommends against the transfer of posts from the Procurement Division of the Department of Management to the Field Procurement Service.

131. Notwithstanding the concerns expressed above, the Advisory Committee recognizes that the increase in the volume and complexity of peacekeeping procurement activities necessitates the provision of additional capacity. **Accordingly, of the 29 requested new posts for field procurement, the Committee recommends approval of one P-4, four P-3, one P-2 and seven General Service (Other level) posts, to be assigned to the Procurement Division in the Department of Management, pending further consideration of the Secretary-General's proposals in the context of the report to be submitted pursuant to General Assembly resolution 61/246. The functions of such staff should be distributed as the Secretary-General sees fit. The Committee trusts that this additional capacity will alleviate or eliminate the delays in procurement for peacekeeping.**

(c) Department of Management

132. A total of 26 new support account posts are proposed for the Department of Management. Forty-two support account posts are proposed to be transferred from the Department as follows: (a) two posts from the Office of the Under-Secretary-General to the Executive Office of the Secretary-General; (b) five posts from the Information Technology Services Division and 35 posts from the Procurement Division to the Department of Field Support. **As indicated in paragraphs 130 and 131 above, the Advisory Committee has recommended against the transfer of 35 posts from the Procurement Division to the Department of Field Support and has recommended approval of one P-4, four P-3, one P-2 and seven General Service (Other level) posts requested for the Department of Field Support to be assigned to the Procurement Division in the Department of Management pending further consideration of the Secretary-General's proposals in the context of the report to be submitted in pursuance of General Assembly resolution 61/246.**

(i) Office of Programme Planning, Budget and Accounts

133. During the biennium 2006-2007, the Office of Programme Planning, Budget and Accounts undertook two external reviews, one to assess its organizational structure, staffing, management framework and operations, and the other on global treasury operations. On the basis of the findings of those reviews, an internal restructuring has been undertaken. The restructuring is described in paragraphs 599-606 of the report of the Secretary-General (A/61/858/Add.1).

134. A total of 19 new support account posts are requested for the Office, resulting in a proposed strength of 94 support account posts.

Accounts Division (A/61/858/Add.1, paras. 608-628)

135. The Advisory Committee notes, as indicated in paragraph 608 of the report of the Secretary-General (A/61/858/Add.1), that the recent external review concluded, among other things, that business processes of the Office of Programme Planning, Budget and Accounts are largely inefficient owing to the lack of automation and/or integration of IT systems. As a result, staff spend a considerable amount of time engaged in manual processing rather than monitoring, analysis or activities related to quality control. The study also found that, while future improvements in the automation of business processes and integration of business information systems are expected to yield labour savings after they stabilize, several groups require resources to handle the current workload more effectively and prepare for impending changes.

136. Seven new posts are requested for the Peacekeeping Accounts Section: three P-4 and one P-3 Finance Officers, and three General Service (Other level) Finance Assistants. Three of the requested posts (1 P-3 and 2 GS (Other level)) represent conversions from positions funded under general temporary assistance to posts. **The Advisory Committee recommends approval of three P-4, one P-3 and three General Service (Other level) positions, to be funded under general temporary assistance for the Section. The Committee trusts that real progress will be made in the coming year in modernizing work processes and procedures.**

137. Two Finance Assistants (GS (Other level)) are requested for the Payroll Section. **The Advisory Committee recommends approval of two positions to be financed under general temporary assistance.**

138. One Finance Assistant (GS (Other level)) is requested for the Health and Life Insurance Section and another for the Risk Management Unit. Three Finance Assistants are requested for the Travel and Vendor Claims Unit, two of which represent conversions from general temporary assistance. **The Advisory Committee recommends approval of these posts.**

139. One P-3 Operations Officer and two General Service (Other level) Treasury Assistants are requested for the Financial Reporting Unit. The Operations Officer is requested to cope with the increase in time-sensitive operations responsibilities in the Unit. One of the two Treasury Assistants is a conversion from general temporary assistance funding. **The Advisory Committee recommends against approval of the three posts requested for the Financial Reporting Unit in view of existing capacity.**

Treasury (A/61/858/Add.1, paras. 629-635)

140. One new P-4 support account post is requested for an Investment Officer to handle the increase in peacekeeping funds and transactions and to handle additional workload from the management of the euro pool. **The Advisory Committee recommends approval of this post.**

Financial Information Operations Service (A/61/858/Add.1, paras. 636 and 637)

141. A new P-4 post is requested for a Finance Business Analyst in the Financial Information Operations Service to assist the IMIS Support Unit in its work to improve financial reporting and controls, including fraud prevention. **While the Advisory Committee acknowledges the importance of the function, it is of the opinion that it could be accommodated from within existing resources. Accordingly, the Committee recommends against approval of the new P-4 post.**

(ii) Office of Human Resources Management (A/61/858/Add.1, paras. 676-711)

142. The Secretary-General requests the conversion of one P-4 position funded under general temporary assistance to a temporary post for a Medical Officer in the Medical Services Division. **The Advisory Committee recommends approval of the request.** A new General Service (Other level) post is requested for a Clerk in the Division. **The Committee recommends that the requirement for a Clerk be met from within existing resources.**

143. An amount of $806,600 is requested for general temporary assistance (an increase of $301,800 over the resources approved for 2006/07). **The Advisory Committee recommends, based on expenditure patterns, that the level be maintained at the 2006/07 level of $504,800.**

(iii) Office of Central Support Services (A/61/858/Add.1, paras. 714-723)

144. In addition to the 35 posts proposed for transfer from the Procurement Division to the Department of Field Support (see paras. 126-131 above), 5 posts are proposed for redeployment from the Information Technology Services Division of the Department of Management to the Information and Communications Technology Division in the Office of Integrated Support Services of the Department of Management.

Procurement Division (A/61/858/Add.1, paras. 716-720)

145. The Advisory Committee has commented in detail on the restructuring of the procurement function proposed in paragraphs 126 to 131 above. A D-1 post is requested under the regular budget for the Chief of the Procurement Service (see sect. IV below). Two new support account posts are requested: one P-4 and one P-5 for Procurement Officers to be converted from general temporary assistance funds to posts for the Procurement Reform Implementation Team. **The Committee recommends approval of the conversions.**

Information Technology Services Division (see A/61/858/Add.1, paras. 721-722)

146. A new P-3 support account post is requested for a Network Administrator to address the needs arising from the growth of peacekeeping operations and the increasing reliance on IT systems. **The Advisory Committee recommends against approval of the post pending the appointment of a Chief Information Technology Officer and the elaboration of lines of authority in the IT function (see para. 125 above).**

Facilities Management Service (A/61/858/Add.1, para. 723)

147. Two new General Service (Other level) posts are requested for Pouch Assistants to handle a growth in workload related to peacekeeping operations requiring additional mail sorting and delivering. **The Advisory Committee recommends, at this stage, that the requirement for Pouch Assistants be met from within existing resources.**

(d) Office of Internal Oversight Services

Posts

148. The Advisory Committee recalls that, in its resolution 60/268, the General Assembly approved the maintenance of the resource level for the Office of Internal Oversight Services for the period from 1 July 2005 to 30 June 2006 and the continuation of all its human resource requirements under general temporary assistance (recosted using the parameters for 2006/07), as an interim measure until completion of the review of the Office and consideration by the General Assembly of the Secretary-General's report on governance and oversight.

149. The Advisory Committee notes that the Office of Internal Oversight Services is proposing a total of 165 support account posts for 2007/08. Given their continuing nature, this includes the re-establishment of the 88 posts approved in the support account budget for 2005/06 and continued under general temporary assistance funding for 2006/07, pending the submission of the Secretary-General's report on governance and oversight. It also includes a net total of 77 additional posts, proposed to be included in the support account for 2007/08 as follows:

(a) Twenty-five posts previously included in the budgets of peacekeeping operations (UNMIS, UNIFIL and UNMIT) (see A/61/858/Add.1, paras. 775-779);

(b) Conversion of 13 posts approved under general temporary assistance for 2006/07 (see A/61/858/Add.1, paras. 784-789);

(c) Conversion of 31 posts approved by the General Assembly in its resolution 59/301 for investigative capacity under general temporary assistance funding (ibid, para. 782);

(d) Eight new posts, of which four are requested to strengthen inspection activities at Headquarters and four are requested to support resident investigation units in UNMIS and UNOCI (ibid, paras. 790-792).

150. The Advisory Committee also notes that the net staffing proposals summarized above reflect the abolition of five Resident Auditor posts (4 in ONUB in view of the liquidation of the mission; and 1 in UNMEE since the mission is downsizing) and the reclassification to P-4 of one of four existing P-3 posts for a Team Leader in the Investigations Division in Nairobi, to be responsible for all investigations in operations in Africa and Haiti.

151. Savings of $3,758,200 were reported under staff costs for the period for 1 July 2005 to 30 June 2006 due to actual average vacancy rates being higher than budgeted and a higher than anticipated turnover rate of staff in peacekeeping missions (see para. 28 above). In view of past trends, a higher vacancy rate of 25 per cent (50 per cent for new posts) has been applied to the budgeting of staff costs for

Office of Internal Oversight Services personnel in peacekeeping missions (A/61/858/Add.1, para. 839).

Executive Office (A/61/858/Add.1, para. 793-794)

152. Two General Service posts (Other level), previously funded under general temporary assistance, are proposed to be converted to posts in the Executive Office, which currently has two posts funded from the support account (1 P-3, 1 GS (Other level)). **The Advisory Committee recommends acceptance of this proposal.**

Inspection and Evaluation Division (A/61/858/Add.1, paras. 796-802)

153. Four new posts are proposed for two Programme Officers (P-4), one Programme Officer (P-3) and one Associate Programme Officer (P-2). The four posts are to increase the capacity of the Office of Internal Oversight Services to undertake inspections. **The Advisory Committee is of the opinion that, before establishing such posts, it would be more appropriate first to consider changes in the relative emphasis that should be attached to the Investigation functions in the context of the General Assembly's consideration of the proposed programme budget for 2008-2009. Therefore, the Committee recommends against the acceptance of the four posts proposed (2 P-4, 1 P-3, 1 P-2) for inspection functions.**

Internal Audit Division and pool of Resident Auditors (A/61/858/Add.1, paras. 786-788 and 803-811)

154. Five posts, previously funded under general temporary assistance, are proposed to be converted to support account posts at New York Headquarters (1 P-4, 1 P-3 and 1 GS (Other level) in the Resident Auditor Coordination Section; 1 P-3 and 1 GS (Other level) in the Headquarters Peacekeeping Audit Section) to continue to provide quality assurance and follow-up on horizontal and specific issues pertaining to peacekeeping operations with the Procurement Division, Office of Programme Planning, Budget and Accounts and the Office of Human Resources Management.

155. In addition, the report of the Secretary-General notes that, as requested in General Assembly resolution 60/268, a review was undertaken of the formula for allocating resident auditors to peacekeeping missions, taking into account the risk and complexity of the operations of each mission (A/61/858/Add.1, paras. 803-804). The basis for the adjustments proposed is explained in terms of an analysis of the comprehensive risk assessment conducted for each mission (see also A/61/264 (Part II), annex). The Advisory Committee notes that the Office of Internal Oversight Services has determined that the formula used for allocating resident auditors to peacekeeping operations should remain the same as that approved by the General Assembly in its resolution 55/273, except for UNMEE and UNMIT operations, for which fewer resources are requested.

156. The pool of resident auditors is proposed to increase from 42 during 2006/07 to 59 resident auditors and assistants for 2007/08, reflecting a net increase of 17 posts (for distribution and reallocation details, see A/61/858/Add.1, table following para. 811). The increase is mostly explained by the proposal to transfer the staff and staffing costs for UNIFIL, UNMIS and UNMIT from the mission budgets to the support account for 2007/08. The Advisory Committee notes that, following the

expansion of UNIFIL and the need to ensure adequate oversight coverage of the operations in the region, it was decided to transfer the Middle East Resident Office from Nicosia to Lebanon and to co-locate the office with the UNIFIL Resident Audit Unit. Four Resident Auditor posts have been abolished in ONUB as a result of the liquidation of the mission and three in UNFICYP, following the transfer of the Office to UNIFIL.

157. **The Advisory Committee recommends acceptance of the staffing proposals for the Internal Audit Division, including the pool of resident auditors. However, as indicated by the Secretary-General, the Office of Internal Oversight Services expects to complete the formulation of risk-based workplans by the end of December 2007 (see A/61/610. para. 9). The staffing proposals for 2008/09 should be reviewed in light of the results of that exercise.**

Investigations Division (A/61/858/Add.1, paras. 812-837)

158. The staffing resources proposed for the Investigations Division funded under the support account budget for 2007/08 include a total of 77 posts:

(a) Thirty-two posts approved in 2005/06 (1 D-1, 1 P-5, 8 P-4, 10 P-3, 1 GS (Principal level), 3 GS (Other level), 8 NGS), and authorized under general temporary assistance funding for 2006/07 pending consideration of the Secretary-General's governance and overview report;

(b) Thirty-one positions (2 P-4, 24 P-3, 3 GS (Other level), 2 NGS) approved under general temporary assistance by the General Assembly in its resolution 59/301 for investigations relating to cases of sexual exploitation and abuse, now proposed to be funded as posts under the support account;

(c) Six posts transferred from the UNIFIL budget to the support account for a Chief Resident Investigator (P-4), three Investigators (3 P-3), an Investigative Assistant (1 NGS) and a Language Assistant (1 NGS);

(d) Four posts transferred from the UNMIT budget to the support account for a Chief Resident Investigator (1 P-4), an Investigator (1 P-3), an Investigative Assistant (1 NGS) and a Language Assistant (1 NGS);

(e) Four new posts for a Language Assistant (1 NGS) and an Administrative Assistant (1 NGS) in UNOCI, and a Language Assistant (1 NGS) and an Administrative Assistant (1 GS (Other level)) in UNMIS.

159. The Advisory Committee notes, however, as indicated in paragraphs 812-814 of the report of the Secretary-General (A/61/858/Add.1), that these proposals reflect the status quo and the staffing level and structure proposed could be affected during the period 2007/08 by the ongoing examination and rationalization of the investigative caseload and the overall review of the Investigations Division capacity. **In view of the above, the Committee recommends acceptance of two of the four new posts proposed, for a Language Assistant in UNOCI (1 NGS) and a Language Assistant in UNMIS (1 NGS). The Committee recommends acceptance of the posts proposed for the Investigations function that were previously funded under general temporary assistance or transferred from the budgets of peacekeeping missions.**

Non-post resources

160. The non-post resources of $3,778,800 proposed for 2007/08 reflect a decrease of $16,539,400 compared to the resources approved under the support account for 2006/07. The Advisory Committee notes that most of this decrease relates to the reduction under general temporary assistance requirements resulting from the proposed conversion of general temporary assistance positions to posts, as indicated in paragraph 149 above. However, the Committee notes that an amount of $91,500 is requested to support six person months of administrative support and temporary support to the Management Consulting Section. **In view of the posts recommended for approval in the Executive Office (see para. 152 above) and the transfer of the Management Consulting function to the Department of Management, the Committee recommends against the request under general temporary assistance.**

(e) Executive Office of the Secretary-General

161. The support account provision of $1,253,000, proposed for the Executive Office of the Secretary-General for 2007/08, reflects an increase of $330,900 over the resources approved for 2006/07. The Committee notes that the post requirements reflect the continuation of five posts funded from the support account, including the downgrading of the D-2 post in the unit for Political, Peacekeeping and Humanitarian Affairs to the D-1 level (1 D-1, 2 P-5, 2 GS (Other level)). As indicated in the report of the Secretary-General, the downgrading seeks to ensure there is no overlapping of duties at the senior management level (A/61/858/Add.1, para. 886). In addition, two posts (1 P-4 and 1 GS (Other level)) related to the administration of justice are redeployed from the Office of the Under Secretary-General for Management to the Office of the Secretary-General, in accordance with the request contained in paragraph 17 of General Assembly resolution 59/283. **The Advisory Committee recommends acceptance of these proposals.**

(f) Department of Public Information

162. The proposed support account provision of $625,900 for the period 2007/08, an increase of $180,800 over the provision for 2006/07, includes a request for two additional posts for a Production Associate (P-2) and a Production Assistant (GS (Other level)). This is in addition to the continuation of two P-4 posts for strategic guidance and backstopping support and training for public information components of peacekeeping missions. The two additional posts proposed would support UNifeed, within the Television Production Section, in meeting the high volume and demand for daily news materials about United Nations peacekeeping. **The Advisory Committee recommends approval of the two additional support account posts (1 P-2, 1 GS (Other level)) proposed in the Department of Public Information.**

(g) Office of Legal Affairs

163. The provision of $2,823,100 proposed for the Office of Legal Affairs under the support account for the period 2007/08 reflects an increase of $1,069,600 over the resources approved for the period 2006/07, including nine posts (3 P-5, 4 P-4, 1 P-3 and 1 GS (Other level)). The increase relates to the proposal for four additional posts (1 P-5, 1 P-4, 1 P-2, 1 GS (Other level)).

Posts

Office of the Under-Secretary-General (A/61/858/Add.1, paras. 916-919)

164. A P-5 post for a Senior Legal Officer is requested for the new Office of the Under-Secretary-General. The resources requested would be required at the beginning of the regular budget period 2008-2009 (1 January 2008). The Office will comprise three Professional posts (2 P-5 and 1 P-3) and two General Service posts (GS (Other level)), including the P-5 post requested under the support account. The other posts are proposed to be redeployed from within the Office of Legal Affairs. **The Advisory Committee recommends approval of the support account post for the Senior Legal Officer (P-5) to assist the Legal Counsel in ensuring the coordination of the activities of legal advisers in the area of peacekeeping operations.**

Office of the Legal Counsel (A/61/858/Add.1, paras. 920-930)

165. Three additional support account posts are requested for a Legal Officer (P-4), an Associate Legal Officer (P-2) and an Administrative Assistant (GS (Other level)) for the Office of the Legal Counsel. The Office, inter alia, prepares rules of engagement and establishes agreements with neighbouring mission States and military coordination regulations on behalf of peacekeeping missions. The current staffing strength includes eight Professional posts funded from the regular budget and one post funded from the support account (P-4). **In view of the actual and anticipated growth in the workload for the period 2007/08, the Advisory Committee recommends acceptance of two additional posts to be funded from the support account (1 P-2 and 1 GS (Other level)).**

166. **The Advisory Committee trusts that these additional resources will ensure a timely response from the Office of Legal Affairs to the needs of peacekeeping operations.**

(h) Department of Safety and Security

167. A provision of $3,184,300 is requested for the Department of Safety and Security under the support account for the period 2007/08, an increase of $918,400 over the provision approved for 2006/07. This includes a request for six additional posts: five for Security Coordination Officers (1 P-4, 4 P-3) and one for a Security Information Coordinator (1 P-4).

168. The Committee notes that the Security Coordinator post (P-4) is rejustified, as requested by the General Assembly in paragraph 10 of its resolution 60/268, on the basis of a review of the workload in terms of evolving security needs of peacekeeping missions and external factors, such as crisis management. **Accordingly, the Committee recommends acceptance of the Security Coordination Officer post (P-4).**

169. In addition to the rejustified post above, four new P-3 posts are requested to strengthen the Peacekeeping Operations Support Service in response to its increased workload in terms of number of operations, complexity of the tasks to be undertaken and responsibilities involved. The level of resources requested seeks to provide full coverage at Headquarters for crisis management, day-to-day operations and response to mission needs. **The Committee recommends acceptance of the four Security Coordination Officer posts (P-3) proposed.**

170. A support account post is requested for a Security Information Coordinator (P-4) in the Threat and Risk Assessment Capacity Unit to gather and review relevant information about security measures at all missions, produce topic-specific assessments, review threat assessments and develop security information methodologies and procedures for use in peacekeeping missions. **The Committee recommends acceptance of this post.**

3. Conclusion

171. **In the present report, of the 400 net additional posts proposed (see paras. 36 and 37 above), the Advisory Committee has recommended approval of a total of 247 new support account posts.**

172. **The recommendations of the Advisory Committee involve reductions totalling $23,990,200 gross ($22,331,300 net), as follows:**

Unit	*Post reductions (gross)*	*Non-post reductions (gross)*
Department of Peacekeeping Operations	$6 912 300	$4 204 500
Department of Field Support	$11 429 700	$7 027 200
Department of Management	($4 899 200)	($1 755 300)
Office of Internal Oversight Services	$378 300	$648 000
Office of the United Nations Ombudsman	—	$6 400
Office of Legal Affairs	$99 800	$54 200
Department of Public Information	—	$7 300
Department of Safety and Security	—	$7 000
Total	**$13 740 990**	**$10 249 300**

173. **Accordingly, the Advisory Committee recommends that the General Assembly approve total staffing and non-staffing requirements of $230,509,900 gross ($207,079,000 net) for the period from 1 July 2007 to 30 June 2008.**

174. **With regard to the proposal of the Secretary-General contained in paragraph 67 (a) of the performance report on the budget of the support account for peacekeeping operations for the period from 1 July 2005 to 30 June 2006 (A/61/733), the amounts would be dealt with in a manner to be decided by the General Assembly. The Advisory Committee recommends approval of the action proposed by the Secretary-General in paragraph 67 (b) of the same report.**

175. **The Advisory Committee also recommends that the amount of $7,097,000 in excess of the authorized level of the Peacekeeping Reserve Fund, related to the period ended 30 June 2006, be applied to the resources required for the support account for the period from 1 July 2007 to 30 June 2008.**

IV. Revised estimates relating to the programme budget for the biennium 2006-2007 and the proposed programme budget for the biennium 2008-2009 under sections 5, Peacekeeping operations, 28D, Office of Central Support Services, and 35, Staff assessment

176. The report of the Secretary-General (A/61/858/Add.2) outlines the programmatic and financial consequences arising from the implementation of the proposals on restructuring with respect to programme 4, Peacekeeping operations, of the biennial programme plan and priorities for the periods 2006-2007 and 2008-2009, and section 5, Peacekeeping operations, of the programme budget for the biennium 2006-2007 and the proposed programme budget for the biennium 2008-2009.

177. The Advisory Committee notes that, with respect to the biennial programme plans for the periods 2006-2007 and 2008-2009, subprogramme 1, Operations, and subprogramme 3, Military, would remain unchanged. Subprogramme 2, Mission support, which would be placed under the new Department of Field Support, would be separated into two subprogrammes: 1, Field administrative support, and 2, Integrated support services. Subprogramme 4, Civilian police, and subprogramme 5, Mine-action coordination, would form part of a new subprogramme 3, Rule of law and security institutions. A new subprogramme 4, Policy, evaluation and training, is also proposed. These changes will be submitted to the Committee for Programme Coordination at its forty-seventh session, in accordance with the relevant provisions of General Assembly resolution 58/269 relating to the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8). The revisions that would be required in the biennial programme plans for the periods 2006-2007 and 2008-2009, approved by the General Assembly in its resolutions 59/275 and 61/235, respectively, are detailed in section II.B of the report of the Secretary-General.

178. The total number of regular budget posts under section 5 of the proposed programme budget would increase from 62 (41 Professional and 21 General Service) to 75 (41 Professional and 34 General Service). Under section 28 D, the total number of regular budget posts would decrease from 37 (11 Professional and 26 General Service) to 23 (11 Professional and 12 General Service) (see A/61/858/Add.2, table 1). The details of the revised estimates relating to the programme budget for the biennium 2006-2007 and the proposed programme budget for the biennium 2008-2009 are given in sections III and IV, respectively, of the report of the Secretary-General (A/61/858/Add.2).

179. The major changes in staffing arising from the proposals on restructuring are as follows:

Section 5, Peacekeeping operations

Department of Peacekeeping Operations

(a) The upgrading of the Military Division to the Office of Military Affairs and the establishment of a new post for the Military Adviser at the Assistant Secretary-General level. **The Advisory Committee recommends approval of this**

proposal for the reasons indicated in paragraph 54 of the comprehensive report (A/61/858) (see also para. 67 above);

(b) The establishment of the Office of Rule of Law and Security Institutions; the establishment of a new post at the Assistant Secretary-General to head the Office; and the redeployment of an existing P-5 post from the Military Division for the post of Special Assistant to the Assistant Secretary-General. **The Committee recommends approval of the proposal to establish this Office in order to ensure an integrated approach to the issue of rule of law and security institutions, as well as acceptance of the new post at the Assistant Secretary-General level for the head of the Office and the redeployment of a P-5 post to accommodate the Special Assistant (see also para. 75 above);**

(c) The transfer of the Civilian Police Division to a new Office of Rule of Law and Security Institutions, to be headed by a D-2 Police Adviser, which would entail the redeployment of an existing D-2 Military Adviser post. **The Committee recommends acceptance of this proposal (see also para. 76 above);**

(d) The transfer of the Peacekeeping Best Practices Section from the Office of the Under-Secretary-General to the proposed new Policy, Evaluation and Training Division. **The Committee recommends acceptance of this proposal to provide an integrated approach to the development of peace operations doctrine and policy, thereby capturing best practices and lessons learned from the evaluation of mission performance in implementing mandates and ensuring proper training (see also paras. 87-88 above);**

Department of Field Support

(e) The establishment of the Department of Field Support; the establishment of a new post at the level of Under-Secretary-General to head the Department; and the redeployment of an existing D-1 post from the Office of Mission Support to perform the functions of Special Assistant to the Under-Secretary-General. **In view of the scope of the envisaged functions, the Committee sees merit in the establishment of a post at the level of Under-Secretary-General. This is a matter for policy decision by the General Assembly (see General Assembly resolution 61/256, para. 2; see also para. 2 above);**

(f) The establishment of the Office of Integrated Support Services and the establishment of one post at the level of Assistant Secretary-General to head the Office and one P-5 post for his or her Special Assistant. The Committee has recommended that the procurement function remain in the Department of Management at this stage (see paras. 126-131 above). **Taking that recommendation into account, as well as the consequent decrease in the workload of the Department of Field Support, the Committee does not believe that two posts in the Department at the level of Assistant Secretary-General are required at this time. The Committee therefore does not recommend establishment of the requested post of Assistant Secretary-General for Field Administrative Support or the requested P-5 post for his or her Special Assistant. The Committee has recommended that the Office of the Assistant Secretary-General for Integrated Support Services be attached administratively to the Office of the Under-Secretary-General for Field Support to form a unified management cell in the Department (see paras. 102 and 118 above);**

(g) The redeployment of 1 P-2 and 14 General Service (Other level) posts to the proposed Field Procurement Service in the Office of Integrated Support Services from the Procurement Division in the Office of Central Support Services. **For the reasons given in paragraphs 126-131 above, the Committee recommends against approval of the proposed redeployments at this stage;**

Section 28D, Office of Central Support Services

(h) The establishment of one D-1 post for the Chief of the Procurement Service in the Procurement Division. **The Committee recommends approval of the post;**

(i) The redeployment of one P-2 and 14 General Service (Other level) posts to the proposed Field Procurement Service in the Office of Integrated Support Services (**see paras. 126-131 and 179 (g) above**).

180. In the report of the Secretary-General (A/61/858/Add.2), the overall resource requirements for 2006-2007 relating to the restructuring are shown by section in table 7 and by component and source of funds in table 8; overall estimated resource requirements relating to the restructuring for 2008-2009 are shown by section in table 20 and by component in table 21. As noted in paragraph 53 of the same report, overall resources requirements arising under the regular budget as a result of the implementation of the Secretary-General's proposals are estimated at $979,900 and $3,840,000 for the bienniums 2006-2007 and 2008-2009, respectively. The Secretary-General intends to meet the additional requirements for the biennium 2006-2007 through realignment of resources and abolition of seven existing regular budget posts (4 P-4, 2 P-3 and 1 GS (Other level)) under section 5. Hence, no additional resources are sought at this time under the programme budget for the biennium 2006-2007. The actual expenditure in connection with the above proposals would be reported in the context of the second performance report. Depending on the decisions of the General Assembly, relevant resource changes for the biennium 2008-2009 would be incorporated in the budget estimates at the time of the adoption of the programme budget in December 2007.

181. Upon enquiry, the Committee was informed that, if budgeted at full cost (applying a standard vacancy rate of 4.9 per cent for Professional staff and 1.5 per cent for General Service staff), the total resource requirements for the regular budget for the biennium 2008-2009 would amount to $3,962,000 gross.

Conclusion

182. The action to be taken by the General Assembly in connection with the regular budget is contained in paragraph 54 of the report of the Secretary-General (A/61/858/Add.2). **The Advisory Committee's recommendations on posts are contained in paragraph 179 above. In addition, the Committee recommends approval of the abolition, effective 1 July 2007, of seven posts, namely, four P-4, two P-3 and one General Service (Other level) posts, under section 5, Peacekeeping operations, of the programme budget for the biennium 2006-2007. The Committee also recommends that the General Assembly request the Secretary-General to report on the actual expenditures incurred in connection with the establishment of the above-mentioned posts, in the context of the second performance report on the programme budget for the biennium 2006-2007, and to note that the relevant continuing resources for the biennium 2008-**

2009 would be incorporated in the initial appropriation at the time of adoption of the programme budget for the biennium 2008-2009 in December 2007.

Documentation

Letter dated 15 February 2007 from the Secretary-General to the President of the General Assembly (A/61/749)

Comprehensive report of the Secretary-General on strengthening the capacity of the Organization to manage and sustain peace operations (A/61/858 and Corr.1)

Report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2007 to 30 June 2008 (A/61/858/Add.1)

Report of the Secretary-General on revised estimates relating to the programme budget for the biennium 2006-2007 and the proposed programme budget for the biennium 2007-2008 under sections 5, Peacekeeping operations, 28D, Office of Central Support Services, and 35, Staff assessment (A/61/858/Add.2)

Report of the Secretary-General on the performance report on the budget of the support account for peacekeeping operations for the period from 1 July 2005 to 30 June 2006 (A/61/733 and Add.1)

Report of the Advisory Committee on Administrative and Budgetary Questions on the financial performance report for the period from 1 July 2004 to 30 June 2005 and proposed budget for the support account for peacekeeping operations for the period from 1 July 2006 to 30 June 2007 (A/60/807)

Report of the Special Committee on Peacekeeping Operations and its Working Group at the 2006 substantive session (A/60/19) and the related report of the Secretary-General on the implementation of the recommendations of the Special Committee (A/61/668 and Add.1 and Add.1/Corr.1)

Report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations (A/60/640 and Add.1 and Add.1/Corr.1)

General Assembly resolutions 60/1, 60/268, 60/283, 61/244, 61/245 and 61/256

Report of the Secretary-General entitled "Overview of the financing of the United Nations peacekeeping operations: budget performance for the period from 1 July 2005 to 30 June 2006 and budget for the period from 1 July 2007 to 30 June 2008" (A/61/786)

Report of the Office of Internal Oversight Services on the audit of the management structures of the Department of Peacekeeping Operations (A/61/743)

Report of the Office of Internal Oversight Services on the comprehensive management audit of the Department of Peacekeeping Operations (A/61/___)

Report of the Board of Auditors on United Nations peacekeeping operations (A/61/5 (vol. II))

Report of the Secretary-General on the implementation of the recommendations of the Board of Auditors (A/61/811)

Annex

Support account for peacekeeping operations: actual expenditures for the period 1 July 2006 to 30 June 2007

As at 30 May 2007

(United States dollars)

Category	*Apportionment*	*Total expenditures*
Posts	110 171 200	94 829 447
General temporary assistance	31 634 600	18 747 046
Consultants	4 665 900	2 557 438
Official travel	11 201 300	8 018 327
Facilities and infrastructure	14 441 100	12 553 167
Communications	1 597 550	1 286 182
Information technology	12 572 350	8 074 080
Medical	102 100	91 228
Other supplies, services and equipment	2 631 300	1 615 882
Total	**189 017 400**	**147 772 827**